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PHYSICIAN EXECUTIVE COMPENSATION REPORT

A 1986 Survey of Salary and Benefits

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American Academy of Medical Directors

American College of Physician Executives

Physician Executive Management Center

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INTRODUCTION

The profession is growing. More and more organizations are recognizing the value of skilled physician managers. And increasing numbers of physicians are considering management as an alternative to a career of clinical work alone. Consequently, information about this profession is helpful in guiding new managers into the field and positioning those currently working as physician managers. Additionally, this information may be of value to the organization that is reviewing its needs for physicians to serve in a key management role.

The Academy has recognized the need for information over the years and has underwritten several studies of roles and responsibilities of the profession and has documented the career movement of those physicians currently serving as managers. Indeed, the dramatic growth of the membership of the Academy demands that it develop and maintain data that describe the trends in the profession.

The Management Center, an affiliate of the Academy, was asked to assist with the preparation of this survey. The approach taken by the Management Center in conducting this survey was to seek reliable information to answer specific questions about the compensation of physician managers. It is always a temptation in surveys to gather a lot of information and to attempt a multitude of analyses, thereby learning as much as possible from one survey. We too were tempted to do this, because there is much we would like to learn about the physician manager. We resisted this temptation by recognizing that the volume and quality of responses to a survey are affected by the complexity of the questions, the length of the survey, and the amount of time it takes to complete. We chose to attract more (and more timely) responses by restricting the areas of inquiry. The response to the survey was over 40 percent, or more than 1,000 responses, which we consider to be a good return.

This report concentrates on the physician manager in major health care organizational settings (hospitals, prepaid health care plans, and medical group practices), with an additional category of "other organizations" that basically includes private industry or organizations that do not fit into the first three categories. Excluded were government entities and physicians in military service, since their compensation is less a reflection of market conditions and more a mandate of state or federal legislators.

Physician managers have been grouped into those who are overall managers of organizations or chief executive officers (top managers), those who serve as senior physician managers (senior medical manager) and a third category of all other physician managers in organizations (other managers). Currently, the senior medical manager or the medical director position is most commonly held by Academy members. Understandably, more survey responses were received from medical directors and more analyses can be performed with these data. We have therefore led with the data on senior medical managers in each organizational category, followed by top managers and other managers, to the degree that survey data permit reasonable comparisons.

While some information is included for all physician managers, this report concentrates its reporting and analyses on those physicians who are full-time managers. We have defined "full-time" as those respondents who reported management responsibilities that occupy 75 percent or more of their professional time. All other respondents were categorized as "part-time" and are reported in a separate section. While the norm for physician managers is to do at least some clinical work, the compensation figures relate specifically to compensation received for only management duties. While some slippage may have occurred in clinical versus management compensation, we feel the sample size is large enough that the overall figures reported are an accurate representation of physician manager compensation.

The baseline data have been entered in the data system maintained by the American Academy of Medical Directors. The development of this data system and the ability to generate virtually any report variation have made this survey unique among association surveys. It allows the Academy and the Management Center to control the database from year to year and easily access the database for areas of interest that come up from time to time. It also allows the quality of the data to be monitored and controlled internally.

Future studies will track trends in each organizational type and position category. We hope that the survey continues to be succinct and that the resultant data are helpful to the profession.

ACKNOWLEDGMENTS

The members of the Academy who were kind enough to complete and return this survey are the principal contributors and have made the results of this study valuable. A number of members of the Academy's Vantage Council provided input and constructive criticism on the survey document. Many staff members of the Academy and the Management Center were involved with the production of this report, and their assistance was of major value. Of particular value was the work done by Robin Mongene in the design and management of the data system, and Wes Curry, who was very helpful in all phases of the preparation including expert analysis of findings.

The assistance of all of the above is acknowledged with appreciation.

David Kirschman
Jennifer Grebenschikoff
July 31, 1987

About the Authors

David Kirschman is President and Jennifer Grebenschikoff is Vice President of the Physician Executive Management Center, Tampa, Fla. The Management Center, an affiliate of the American Academy of Medical Directors, specializes in recruitment of and career development for physician managers.

The authors have provided assistance to a wide range of organizations in the establishment of physician manager positions. Also, they have both directed searches for physicians to serve as managers in hospitals, HMOs, group practices, and private industry.

It is from this background that the survey on which this report is based was designed, prepared, and summarized. The aim is to concentrate on specific compensation information, one of the key decisions that influence the direction of an organization in its search for a physician manager.

PHYSICIAN EXECUTIVE COMPENSATION REPORT

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HOW TO USE THIS REPORT

Each of the four organizational types are segregated into chapters or sections in this report. Profiles for each organization should be viewed as separate reports. For the most part, comparisons between groups are included in the aggregate section and, to a lesser extent, in the special study sections.

In each profile of a physician manager, by organization type and level of management, compensation amounts are provided at the 25, 50, and 75 percent levels, as well as in average. For example, the 50 percent figure is the median or the midpoint in the distribution; that means that half of the reported figures are higher and half of the reported figures are lower than that number. The 50 percent level differs from the average, which is the product of adding all figures in the distribution and dividing by the number of figures. The closer the two figures are (median and average), the more accurately the data describe the distribution and the more likely the data is to be correct. The 25th percentile can be described as a midpoint of the lower one half of the figures in the distribution. Or, 25 percent of the figures reported are lower and 75 percent are higher than the figure at the 25 percent level.

Therefore, when the reader looks at a profile for an organization and manager that shows an annual salary at $100,000 at the 50th percentile, he knows that half of the other physician managers in the sample group reported a higher annual salary and one half a lower one. In the same example, the 75% at $125,000 tells us that three quarters of the sample reported a salary lower and one quarter reported a salary higher than $125,000. As with all statistical analyses, these figures give one a range to consider and all figures should be considered as guidelines, not absolutes.

Distributions are included for:

* Annual Salary--This is the amount reported as the annual base salary, not including bonuses, incentives, etc. It is the salary received for management-related duties only.

* Bonus--This is additional direct compensation received for management-related duties. It should be noted that not all respondents reported receiving bonuses or incentives. Therefore, these figures are averages etc. of those who did receive such additional compensation.

* Total Compensation--All salary, bonus, and indirect fringe benefits for management were estimated by respondents and are noted for comparisons.

Also included are the percentages of respondents who receive various benefits in addition to their direct compensation. The figures noted are the percentages of respondents who do receive the specific benefit at some level. Information about the specific amounts received for various benefits was not gathered and not a study purpose. The reader will be able to determine what percentage of managers in various categories are receiving one or more benefits.

CHAPTER I

ALL DATA SUMMARY

All survey data have been combined to produce several aggregate reports. At this point, this information can be used as an overall view of the profession and to compare types of managers across all health care organizations. In future years, these data will have a major value in gauging changes in the overall profession and in validating trends in smaller segments of studies under analysis.

Reports included in this chapter:

1. **All Data Summaries**--Full and part-time respondents who reported an annual salary are included by category of position. All organizational types are combined.

2. **All Full-Time Manager Summaries**--Only managers who reported at least 75% time as a manager are included. Organization types are combined.

COMMENTS

1. Top managers (full- and part-time) received an average salary increase of 14 percent from 1985 to 1986, which was almost twice the average for the other two categories of manager.

2. The same relationship was present when the part-time manager data were deleted, although top managers received a 12 percent salary increase from 1985 to 1986.

PHYSICIAN MANAGERS

AGGREGATE DATA

SENIOR MEDICAL MANAGERS
PART AND FULL TIME

	25%	Average	Median	75%
Annual Salary	$61,000	$ 89,045	$92,000	$112,000
Bonus	5,500	17,462	10,000	22,950
Total Compensation	80,000	112,2[illegible]8	115,000	145,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	64%
Automobile Allowance	31%
Medical Insurance Coverage (employee)	77%
Medical Insurance Coverage (family)	68%
Dental Insurance Coverage (employee)	57%
Dental Insurance Coverage (family)	48%
Life Insurance Coverage	74%
Disability Insurance Coverage	62%
Malpractice Coverage	66%
Professional Dues	72%
Management and Clinical Education	87%

PROFILE AVERAGES

Age	52	**Maintain Clinical Practice**	59%
Sex (Male)	97%	*Time Spent in Practice*	36%
Licensure	91%		
Certification	87%	**Employment Contract**	55%

INTENTIONAL
BLANK

PHYSICIAN MANAGERS

AGGREGATE DATA

TOP MANAGERS
PART AND FULL TIME

	25%	Average	Median	75%
Annual Salary	$72,144	$110,371	$106,000	$139,000
Bonus	10,000	27,908	25,000	37,500
Total Compensation	95,000	147,814	150,000	180,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	79%
Automobile Allowance	52%
Medical Insurance Coverage (employee)	85%
Medical Insurance Coverage (family)	71%
Dental Insurance Coverage (employee)	69%
Dental Insurance Coverage (family)	54%
Life Insurance Coverage	81%
Disability Insurance Coverage	76%
Malpractice Coverage	79%
Professional Dues	82%
Management and Clinical Education	91%

PROFILE AVERAGES

Age	50	**Maintain Clinical Practice**	60%
Sex (Male)	100%	*Time Spent in Practice*	35%
Licensure	96%		
Certification	91%	**Employment Contract**	47%

PHYSICIAN MANAGERS

AGGREGATE DATA

OTHER MANAGERS
PART AND FULL TIME

	25%	Average	Median	75%
Annual Salary	$65,000	$ 85,753	$ 90,000	$110,000
Bonus	5,000	20,209	10,000	25,000
Total Compensation	80,000	112,560	114,000	140,500

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	74%
Automobile Allowance	27%
Medical Insurance Coverage (employee)	82%
Medical Insurance Coverage (family)	75%
Dental Insurance Coverage (employee)	62%
Dental Insurance Coverage (family)	55%
Life Insurance Coverage	76%
Disability Insurance Coverage	72%
Malpractice Coverage	75%
Professional Dues	69%
Management and Clinical Education	83%

PROFILE AVERAGES

Age	47	**Maintain Clinical Practice**	75%
Sex (Male)	95%	*Time Spent in Practice*	42%
Licensure	95%		
Certification	86%	**Employment Contract**	57%

PHYSICIAN MANAGERS

AGGREGATE DATA

SENIOR MEDICAL MANAGERS
FULL TIME

	25%	Average	Median	75%
Annual Salary	$ 88,000	$105,917	$100,000	120,000
Bonus	6,000	18,058	12,000	25,000
Total Compensation	101,000	131,219	125,000	150,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	78%
Automobile Allowance	35%
Medical Insurance Coverage (employee)	89%
Medical Insurance Coverage (family)	79%
Dental Insurance Coverage (employee)	69%
Dental Insurance Coverage (family)	58%
Life Insurance Coverage	85%
Disability Insurance Coverage	75%
Malpractice Coverage	80%
Professional Dues	80%
Management and Clinical Education	91%

PROFILE AVERAGES

Age	53	**Maintain Clinical Practice**	45%
Sex (Male)	97%	*Time Spent in Practice*	19%
Licensure	90%		
Certification	85%	**Employment Contract**	54%

PHYSICIAN MANAGERS

AGGREGATE DATA

TOP MANAGERS
FULL TIME

	25%	Average	Median	75%
Annual Salary	$100,000	$132,591	$120,000	$153,000
Bonus	10,000	30,156	25,000	40,000
Total Compensation	130,000	172,012	150,000	190,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	83%
Automobile Allowance	56%
Medical Insurance Coverage (employee)	89%
Medical Insurance Coverage (family)	76%
Dental Insurance Coverage (employee)	73%
Dental Insurance Coverage (family)	59%
Life Insurance Coverage	88%
Disability Insurance Coverage	86%
Malpractice Coverage	83%
Professional Dues	85%
Management and Clinical Education	92%

PROFILE AVERAGES

Age	51	**Maintain Clinical Practice**	47%
Sex (Male)	100%	*Time Spent in Practice*	16%
Licensure	94%		
Certification	91%	**Employment Contract**	48%

PHYSICIAN MANAGERS

AGGREGATE DATA

OTHER MANAGERS
FULL TIME

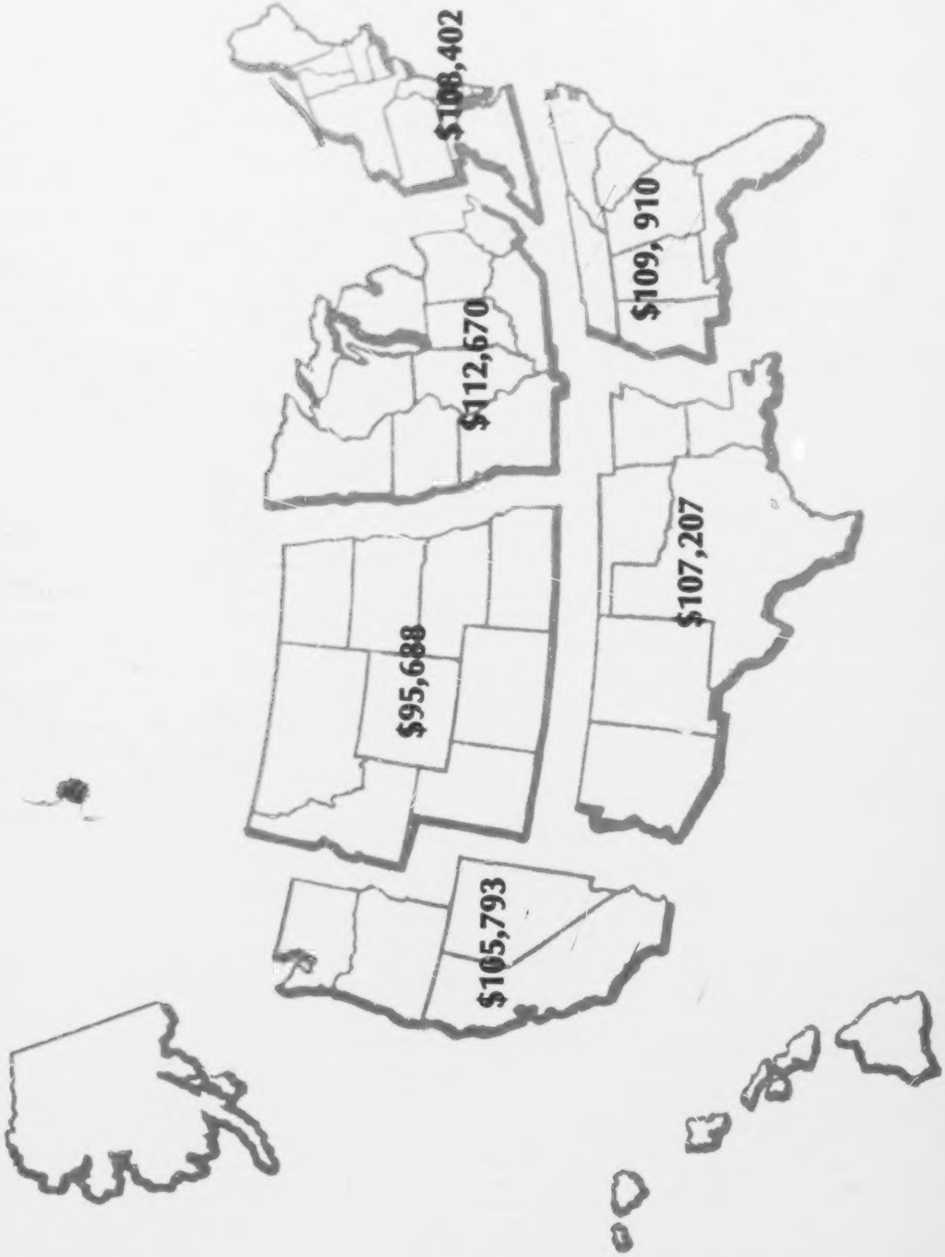
	25%	Average	Median	75%
Annual Salary	$ 85,000	$102,769	$ 99,155	$120,000
Bonus	7,500	18,743	15,000	25,000
Total Compensation	103,000	131,802	125,000	150,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	83%
Automobile Allowance	33%
Medical Insurance Coverage (employee)	92%
Medical Insurance Coverage (family)	84%
Dental Insurance Coverage (employee)	74%
Dental Insurance Coverage (family)	66%
Life Insurance Coverage	85%
Disability Insurance Coverage	80%
Malpractice Coverage	80%
Professional Dues	77%
Management and Clinical Education	92%

PROFILE AVERAGES

Age	48	**Maintain Clinical Practice**	65%
Sex (Male)	97%	*Time Spent in Practice*	30%
Licensure	95%		
Certification	84%	**Employment Contract**	54%

ALL RESPONDENTS
AGGREGATE DATA
GEOGRAPHIC COMPARISONS
AVERAGE SALARIES


$108,402
$109, 910
$112,670
$107,207
$95,688
$105,793

CHAPTER II

PHYSICIAN MANAGERS IN HOSPITALS

This section contains data related to physician managers in hospitals. Hospitals are the most common organization for which physicians serve as managers, or at least the most common from the membership roles of the Academy. Consequently, the highest number of responses received were from hospital managers, which makes these data more reliable.

In addition to overall profiles, comparisons have been made among physician managers in various data sub-groupings. Tables outlining this information follow each profile and can be used to evaluate the importance of a particular characteristic of a physician manager.

Reports included in this chapter:

1. **Full-Time Managers**--All managers who reported a 75 percent or more management time commitment in a hospital.

2. **Comparisons**--Evaluations of full-time managers by age, certification and whether they are (or are not) in their first position as a manager.

3. **Regional Comparisons**--Senior Medical Managers only, by each of six regions of the country.

4. **Hospital Size Comparisons**--Senior Medical Managers and Top Managers by hospital bed size.

5. **All Respondents**--All full-time hospital physician managers are combined into one report.

COMMENTS

Hospital-based physician executives tend to be older than both the general physician executive population and the general physician population. While high percentages of them are both licensed and certified, only about one-half maintain clinical practices. For those who do, the percentage of total time spent in clinical practice tends to be small. As expected, Other Managers are most likely to maintain a clinical practice, although the average time spent in such work is only 26 percent.

Top Managers were least likely, and by a wide measure, to have an employment contract. Other Managers were most likely to have such contracts, but Senior Medical Managers were only slightly less likely to have them.

PHYSICIAN
MANAGERS
IN
HOSPITALS

SENIOR MEDICAL MANAGERS
FULL TIME

	25%	Average	Median	75%
Annual Salary	$ 88,000	$106,871	$104,000	$124,000
Bonus	5,000	14,260	9,000	20,000
Total Compensation	100,000	127,702	125,000	150,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	75%
Automobile Allowance	27%
Medical Insurance Coverage (employee)	88%
Medical Insurance Coverage (family)	76%
Dental Insurance Coverage (employee)	68%
Dental Insurance Coverage (family)	55%
Life Insurance Coverage	82%
Disability Insurance Coverage	69%
Malpractice Coverage	75%
Professional Dues	75%
Management and Clinical Education	91%

PROFILE AVERAGES

Age	55	**Maintain Clinical Practice**	45%
Sex (Male)	97%	*Time Spent in Practice*	15%
Licensure	93%		
Certification	85%	**Employment Contract**	58%

SENIOR MEDICAL MANAGERS IN HOSPITALS

GENERAL COMPARISONS (n=208)

		AVERAGE AGE	% CERTIFIED	% IN FIRST MANAGEMENT POSITION	% FIRST PERSON TO HOLD POSITION	% CLINICAL INVOLVEMENT	% TIME SPENT IN CLINICAL WORK	% RECEIVED SALARY INCREASE IN 1986	% RECEIVED BONUS FOR 1986	ANNUAL SALARY	TOTAL COMPENSATION
AGE	Under 40 years	36	100%	33%	11%	78%	18%	9%	33%	$93,111	$113,333
	40 to 65 years	55	85%	54%	61%	44%	15%	7%	41%	$108,801	$130,732
	Over 65 years	68	87%	73%	67%	33%	16%	6%	13%	$93,285	$106,182

Curiously, older Senior Medical Managers were more likely to be in their first management positions and were more likely to be the first in those positions. Only about 10 percent of the respondents under 40 years of age reported being the first in management positions. This may be partly explained by the finding that the younger the physician manager, the higher the percentage reporting maintenance of a clinical practice. However, no significant difference exists according to age for percentage of time spent in clinical practice.

While middle-aged Senior Medical Managers commanded the highest salaries and total compensation, the amount of the 1986 salary increase was inversely related to age. The percentages reporting bonuses also were inversely related to age.

SENIOR MEDICAL MANAGERS IN HOSPITALS

GENERAL COMPARISONS (n=208)

		AVERAGE AGE	% CERTIFIED	% IN FIRST MANAGEMENT POSITION	% FIRST PERSON TO HOLD POSITION	% CLINICAL INVOLVEMENT	% TIME SPENT IN CLINICAL WORK	% RECEIVED SALARY INCREASE IN 1986	% RECEIVED BONUS FOR 1986	ANNUAL SALARY	TOTAL COMPENSATION
CERTIFICATION	Certified	54	100%	54%	59%	49%	15%	7%	37%	$108,126	$128,996
	Not Certified	58	0	58%	61%	26%	20%	6%	39%	$99,709	$120,495
EMPLOYMENT CONTRACT	Contract	55	88%	60%	63%	50%	14%	7%	41%	$111,997	$134,668
	No Contract	55	80%	48%	55%	38%	17%	6%	32%	$99,742	$117,931
FIRST POSITION	First Management Position	55	84%	100%	69%	41%	17%	7%	33%	$101,267	$120,238
	Not First Management Position	54	86%	0	48%	49%	14%	6%	43%	$113,277	$136,336

No startling comparisons were developed on the basis of certification. However, Senior Medical Managers with contracts commanded higher salaries and total compensation than those without contracts. And those in their first management positions were more likely to also be the first persons to occupy the positions.

SENIOR MEDICAL MANAGERS IN HOSPITALS

REGIONAL COMPARISONS (n=208)

	ANNUAL SALARY				TOTAL COMPENSATION			
Region	25%	$\overline{X}$	50%	75%	25%	$\overline{X}$	50%	75%
Southwest	78,000	91,222	90,000	100,000	87,680	111,187	110,000	125,000
Pacific	82,000	102,556	100,910	112,000	95,000	124,500	123,000	140,000
Midwest	92,000	110,929	120,000*	120,000*	111,000	137,043	135,000	155,000
Mideast	91,000	110,240	106,000	130,000	100,000	132,705	125,000	160,000
Northeast	90,000	109,528	110,000	125,000	110,000	129,121	129,000	150,000
South Atlantic	86,000	100,908	100,000	110,000	95,800	117,914	107,000	130,000

BED SIZE COMPARISONS (n=208)

	ANNUAL SALARY				TOTAL COMPENSATION			
Bed Size	25%	$\overline{X}$	50%	75%	25%	$\overline{X}$	50%	75%
< 100	80,000	106,964	104,000	132,000	95,000	127,746	120,000	150,000
100 - 349	80,000	95,737	93,000	105,000	90,700	111,217	110,000	130,000
350 - 499	95,000	109,479	111,000	122,000	110,000	132,980	130,000	150,000
500 - 1000	95,700	118,145	110,000	132,000	120,000	142,549	130,000	165,000
> 1000	100,000	122,511	112,000	150,000	120,000	148,286	150,000	188,000

*data are correct

PHYSICIAN MANAGERS IN HOSPITALS

TOP MANAGERS
FULL TIME

	25%	Average	Median	75%
Annual Salary	$100,000	$124,126	$116,000	$150,000
Bonus	8,000	16,417	20,000	25,000
Total Compensation	115,000	155,167	140,000	205,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	94%
Automobile Allowance	53%
Medical Insurance Coverage (employee)	88%
Medical Insurance Coverage (family)	82%
Dental Insurance Coverage (employee)	71%
Dental Insurance Coverage (family)	53%
Life Insurance Coverage	88%
Disability Insurance Coverage	82%
Malpractice Coverage	82%
Professional Dues	59%
Management and Clinical Education	88%

PROFILE AVERAGES

Age	52	**Maintain Clinical Practice**	41%
Sex (Male)	100%	*Time Spent in Practice*	11%
Licensure	94%		
Certification	100%	**Employment Contract**	12%

TOP MANAGERS IN HOSPITALS
GENERAL COMPARISONS (n=17)

		AVERAGE AGE	% CERTIFIED	% IN FIRST MANAGEMENT POSITION	% FIRST PERSON TO HOLD POSITION	% CLINICAL INVOLEMENT	% TIME SPENT IN CLINICAL WORK	% RECEIVED SALARY INCREASE IN 1986	% RECEIVED BONUS FOR 1986	ANNUAL SALARY	TOTAL COMPENSATION
AGE	Under 40 years	0	0	0	0	0	0	0	0	0	0
	40 to 65 years	52	100%	12%	35%	41%	11%	12%	35%	$124,126	$155,167
	Over 65 years	0	0	0	0	0	0	0	0	0	0
CERTIFICATION	Certified	52	100%	12%	35%	41%	11%	12%	35%	$124,126	$155,167
	Not Certified	0	0	0	0	0	0	0	0	0	0
EMPLOYMENT CONTRACT	Contract	44	100%	0	0	50%	8%	7%	50%	$115,000	$146,250
	No Contract	53	100%	13%	40%	40%	12%	13%	33%	$125,343	$156,538
FIRST POSITION	First Management Position	60	100%	100%	100%	100%	12%	6%	0	$128,000	$140,000
	Not First Management Position	50	100%	0	21%	36%	11%	13%	36%	$121,010	$152,500

All Top Managers are in the 40 to 65 year group of the three age classifications selected for the survey report, so no comparisons on the basis of age are possible. Similarly, all Top Manager respondents are certified, so comparisons with uncertified managers are not possible. Surprisingly, those in their first management positions were older than those with longer terms in medical management.

TOP MANAGERS
IN HOSPITALS
BED SIZE COMPARISONS (n=17)

	ANNUAL SALARY				TOTAL COMPENSATION			
Bed Size	**25%**	**$\overline{X}$**	**50%**	**75%**	**25%**	**$\overline{X}$**	**50%**	**75%**
< 100	70,000	106,667	90,000	160,000	90,000	135,833	112,500	205,000
100 - 349	116,000	142,429	140,000	185,000	135,000	173,333	180,000	250,000
350 - 499	100,000	111,667	115,000	120,000	125,000	127,500	130,000	130,000
500 - 999	100,000	128,667	106,000	180,000	140,000	170,000	150,000	220,000
> 1000	(one response)							

PHYSICIAN MANAGERS IN HOSPITALS

OTHER MANAGERS
FULL TIME

	25%	Average	Median	75%
Annual Salary	$ 90,000	$107,569	$101,000	$123,000
Bonus	8,000	23,190	15,000	24,923
Total Compensation	105,000	133,327	126,000	150,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	82%
Automobile Allowance	18%
Medical Insurance Coverage (employee)	94%
Medical Insurance Coverage (family)	83%
Dental Insurance Coverage (employee)	76%
Dental Insurance Coverage (family)	66%
Life Insurance Coverage	85%
Disability Insurance Coverage	86%
Malpractice Coverage	83%
Professional Dues	72%
Management and Clinical Education	89%

PROFILE AVERAGES

Age	50	**Maintain Clinical Practice**	83%
Sex (Male)	97%	*Time Spent in Practice*	26%
Licensure	96%		
Certification	83%	**Employment Contract**	63%

OTHER MANAGERS IN HOSPITALS

GENERAL COMPARISONS (n=71)

AGE	AVERAGE AGE	% CERTIFIED	% IN FIRST MANAGEMENT POSITION	% FIRST PERSON TO HOLD POSITION	% CLINICAL INVOLVEMENT	% TIME SPENT IN CLINICAL WORK	% RECEIVED SALARY INCREASE IN 1986	% RECEIVED BONUS FOR 1986	ANNUAL SALARY	TOTAL COMPENSATION
Under 40 years	36	91%	36%	27%	91%	31%	5%	27%	$103,364	$133,545
40 to 65 years	52	80%	33%	42%	80%	25%	5%	29%	$106,261	$130,885
Over 65 years	66	100%	0	0	100%	30%	4%	0	$158,000	$187,500

While salaries increased with increasing age, the 40-65 years category showed the lowest total compensation, albeit not much less than that for managers under 40.

OTHER MANAGERS
IN HOSPITALS
GENERAL COMPARISONS (n=71)

		AVERAGE AGE	% CERTIFIED	% IN FIRST MANAGEMENT POSITION	% FIRST PERSON TO HOLD POSITION	% CLINICAL INVOLEMENT	% TIME SPENT IN CLINICAL WORK	% RECEIVED SALARY INCREASE IN 1986	% RECEIVED BONUS FOR 1986	ANNUAL SALARY	TOTAL COMPENSATION
EMPLOYMENT CONTRACT	Contract	50	82%	31%	38%	89%	27%	5%	31%	$115,197	$141,400
	No Contract	48	85%	35%	35%	73%	24%	5%	23%	$94,365	$118,281
FIRST POSITION	First Management Position	50	78%	100%	57%	74%	21%	5%	35%	$103,587	$128,700
	Not First Management Position	49	85%	0	27%	88%	28%	5%	25%	$109,476	$135,478

Certification had no impact on either salary or total compensation. However, Other Managers with employment contracts made considerably more than those without contracts, and more experienced Other Managers made measurably more than those in management for the first time. Almost no variation was observed in the average salary increase over all the factors.

Other Managers with specialty certification, employment contracts, and less experience in management tended to receive bonuses more frequently. Other Managers in their first management positions also tended to be the first persons in those positions.

CERTIFICATION	Certified	48	100%	31%	32%	85%	27%	5%	29%	$107,888	$133,501
	Not Certified	55	0	42%	58%	75%	22%	4%	25%	$106,000	$132,400

PHYSICIAN MANAGERS IN HOSPITALS

ALL RESPONDENTS
FULL TIME

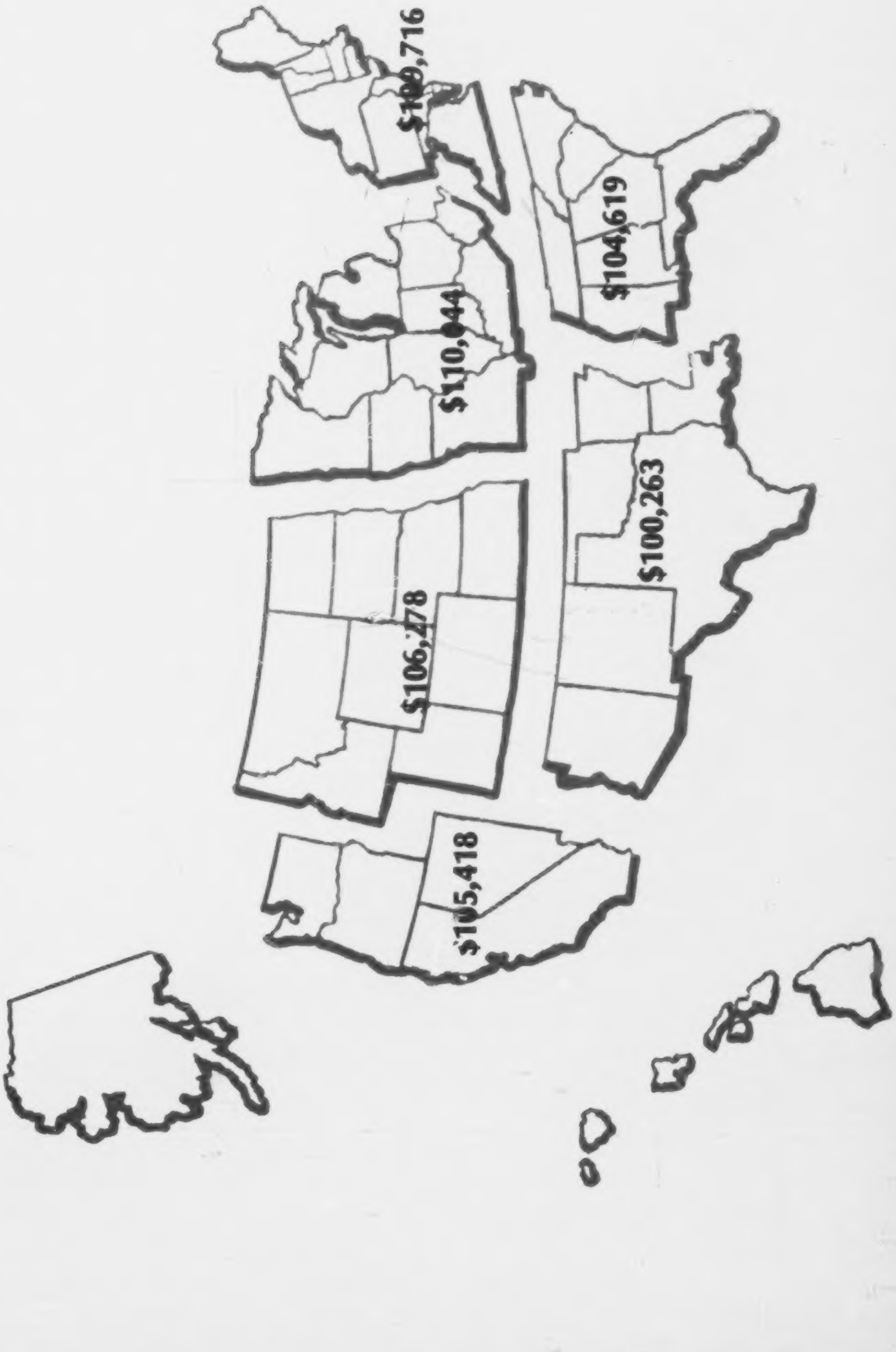
	25%	Average	Median	75%
Annual Salary	$ 89,000	$107,976	$104,000	$124,000
Bonus	6,000	16,091	10,000	20,000
Total Compensation	102,000	130,503	125,000	150,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	78%
Automobile Allowance	27%
Medical Insurance Coverage (employee)	90%
Medical Insurance Coverage (family)	78%
Dental Insurance Coverage (employee)	70%
Dental Insurance Coverage (family)	57%
Life Insurance Coverage	83%
Disability Insurance Coverage	73%
Malpractice Coverage	77%
Professional Dues	73%
Management and Clinical Education	90%

PROFILE AVERAGES

Age	54	**Maintain Clinical Practice**	54%
Sex (Male)	97%	*Time Spent in Practice*	19%
Licensure	94%		
Certification	86%	**Employment Contract**	57%

ALL RESPONDENTS
IN HOSPITALS
GEOGRAPHIC COMPARISONS (n=298)
AVERAGE SALARIES


$109,716
$104,619
$110,044
$100,263
$106,278
$105,418

CHAPTER III

PHYSICIAN MANAGERS IN GROUP PRACTICES

Group practices are composed of physicians engaged in clinical medicine on a fee-for-service, prepaid or combination basis. While all groups have at least one physician who serves in a leadership role, group size tends to affect the nature of physician leadership. As the group's size increases to 25 physicians and above, a more formalized approach is taken. A physician then becomes the group's Top Manager (President, Managing Partner, CEO, etc.) or its Medical Director. In this role, a physician devotes more time to management and less to clinical duties as the complexities of the group increase. Physician managers in the two top categories noted in this section (Senior Medical Managers and Top Managers) could likely be combined, as their duties and authorities are probably similar. However, because their compensation varies dramatically, separation was maintained in reporting these two positions.

Reports included in this chapter:

1. **Full-Time Managers**--All managers who reported a 75% or more management time commitment in a group practice.

2. **Comparisons**--Evaluations of full-time physician managers by age, certification and whether they are (or are not) new to their positions.

3. **All Respondents**--All full-time group physician managers are combined into one report.

COMMENTS

Physician executives in group practices have a marked tendency to maintain clinical practices, although only an average of 30 percent of their time is spent in such practices. As expected, Top Managers spent the least amount of time in clinical practice, Other Managers the most.

Group practice physician managers tend to be younger than their counterparts in other health care organizations, and Senior Medical Managers are youngest within the group practice environment. The overwhelming percentage of these physician managers is licensed and certified, regardless of title.

Other Managers in group practices are least likely to have an employment contract, and Senior Medical Managers are most likely to have such an agreement.

PHYSICIAN MANAGERS IN GROUP PRACTICES

SENIOR MEDICAL MANAGERS
FULL TIME

	25%	Average	Median	75%
Annual Salary	$80,000	$105,167	$100,000	$135,000
Bonus	5,000	10,750	10,000	25,000
Total Compensation	90,000	124,045	112,000	150,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	71%
Automobile Allowance	17%
Medical Insurance Coverage (employee)	79%
Medical Insurance Coverage (family)	71%
Dental Insurance Coverage (employee)	50%
Dental Insurance Coverage (family)	46%
Life Insurance Coverage	79%
Disability Insurance Coverage	58%
Malpractice Coverage	96%
Professional Dues	83%
Management and Clinical Education	79%

PROFILE AVERAGES

Age	45	**Maintain Clinical Practice**	83%
Sex (Male)	100%	*Time Spent in Practice*	32%
Licensure	100%		
Certification	96%	**Employment Contract**	58%

SENIOR MEDICAL MANAGERS IN GROUP PRACTICES

GENERAL COMPARISONS (n=24)

		AVERAGE AGE	% CERTIFIED	% IN FIRST MANAGEMENT POSITION	% FIRST PERSON TO HOLD POSITION	% CLINICAL INVOLVEMENT	% TIME SPENT IN CLINICAL WORK	% RECEIVED SALARY INCREASE IN 1986	% RECEIVED BONUS FOR 1986	ANNUAL SALARY	TOTAL COMPENSATION
AGE	Under 40 years	36	100%	33%	22%	100%	39%	6%	44%	$87,556	$105,444
	40 to 65 years	50	94%	44%	31%	75%	25%	6%	6%	$117,250	$137,857
	Over 65 years	0	0	0	0	0	0	0	0	0	0

Older, certified Senior Medical Managers in group practices with no employment contract and in their first management positions are paid higher salaries and total compensation. The differences are most significant for the age, certification, and contract factors and least significant for the experience factor. Managers without certification and experience received substantially lower 1986 salary increases than did those with certification and experience.

		AVERAGE AGE	% CERTIFIED	% IN FIRST MANAGEMENT POSITION	% FIRST PERSON TO HOLD POSITION	% CLINICAL INVOLVEMENT	% TIME SPENT IN CLINICAL WORK	% RECEIVED SALARY INCREASE IN 1986	% RECEIVED BONUS FOR 1986	ANNUAL SALARY	TOTAL COMPENSATION
CERTIFICATION	Certified	44	100%	39%	30%	87%	32%	6%	17%	$106,739	$126,429
	Not Certified	63	0	100%	0	0	0	3%	0	$69,000	$74,000
EMPLOYMENT CONTRACT	Contract	44	100%	43%	29%	86%	37%	6%	14%	$93,429	$108,083
	No Contract	47	90%	40%	30%	80%	24%	6%	20%	$121,600	$143,200
FIRST POSITION	First Management Position	48	90%	100%	40%	60%	36%	4%	10%	$106,400	$128,000
	Not First Management Position	43	100%	0	21%	100%	30%	7%	21%	$104,286	$121,308

Senior Medical Managers in group practices without certification tended to be older than these managers in any other grouping. Their salaries also tended to be lower than any others within the entire survey.

PHYSICIAN MANAGERS IN GROUP PRACTICES

TOP MANAGERS
FULL TIME

	25%	Average	Median	75%
Annual Salary	$ 99,000	$140,754	$120,000	$175,000
Bonus	10,000	29,500	25,000	50,000
Total Compensation	145,000	179,357	160,000	198,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	83%
Automobile Allowance	39%
Medical Insurance Coverage (employee)	83%
Medical Insurance Coverage (family)	57%
Dental Insurance Coverage (employee)	61%
Dental Insurance Coverage (family)	43%
Life Insurance Coverage	83%
Disability Insurance Coverage	83%
Malpractice Coverage	96%
Professional Dues	91%
Management and Clinical Education	91%

PROFILE AVERAGES

Age	51	**Maintain Clinical Practice**	74%
Sex (Male)	100%	*Time Spent in Practice*	18%
Licensure	96%		
Certification	91%	**Employment Contract**	52%

TOP MANAGERS IN GROUP PRACTICES

GENERAL COMPARISONS (n=23)

		AVERAGE AGE	% CERTIFIED	% IN FIRST MANAGEMENT POSITION	% FIRST PERSON TO HOLD POSITION	% CLINICAL INVOLVEMENT	% TIME SPENT IN CLINICAL WORK	% RECEIVED SALARY INCREASE IN 1986	% RECEIVED BONUS FOR 1986	ANNUAL SALARY	TOTAL COMPENSATION
AGE	Under 40 years	38	100%	0	25%	75%	20%	16%	100%	$182,000	$251,667
	40 to 65 years	51	94%	31%	62%	75%	18%	11%	50%	$150,897	$189,633
	Over 65 years	66	50%	0	100%	50%	5%	5%	50%	$112,500	$151,000

Top Managers in group practices had salaries and total compensation in inverse relationship to their age. Those under 40 years of age made substantially more than other physician managers in the grouping. Younger Top Managers in groups also received higher salary increases in 1986 and were more likely to have received a bonus.

Although for the most part age was no factor in the tendency for clinical involvement, younger Top Managers spent more time in clinical practice than did other age groups. Older Top Managers were less likely to be certified and more likely to be the first person in the management position.

TOP MANAGERS
IN GROUP PRACTICES
GENERAL COMPARISONS (n=23)

		AVERAGE AGE	% CERTIFIED	% IN FIRST MANAGEMENT POSITION	% FIRST PERSON TO HOLD POSITION	% CLINICAL INVOLEMENT	% TIME SPENT IN CLINICAL WORK	% RECEIVED SALARY INCREASE IN 1986	% RECEIVED BONUS FOR 1986	ANNUAL SALARY	TOTAL COMPENSATION
CERTIFICATION	Certified	50	100%	24%	57%	81%	18%	12%	57%	$142,255	$181,658
	Not Certified	63	0	50%	100%	0	0	10%	100%	$125,000	$157,500
EMPLOYMENT CONTRACT	Contract	49	92%	33%	67%	83%	17%	11%	67%	$155,300	$197,682
	No Contract	53	91%	18%	55%	64%	19%	15%	55%	$124,886	$159,200
FIRST POSITION	First Management Position	52	83%	100%	83%	67%	22%	6%	33%	$119,600	$158,667
	Not First Management Position	51	94%	0	53%	76%	17%	13%	71%	$148,221	$187,633

Certification, employment contracts, and experience all are correlated with larger salaries and total compensation for Top Managers in group practices. Contracts and experience also were correlated with higher 1986 bonuses and salary increases. Experienced Top Managers received salary increases in 1986 nearly double those of managers without experience.

PHYSICIAN MANAGERS IN GROUP PRACTICES

OTHER MANAGERS
FULL TIME

	25%	Average	Median	75%
Annual Salary	$ 90,000	$122,542	$132,000	$150,000
Bonus	10,000	28,333	30,000	40,000
Total Compensation	137,800	161,817	175,000	200,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	83%
Automobile Allowance	25%
Medical Insurance Coverage (employee)	92%
Medical Insurance Coverage (family)	75%
Dental Insurance Coverage (employee)	50%
Dental Insurance Coverage (family)	33%
Life Insurance Coverage	83%
Disability Insurance Coverage	67%
Malpractice Coverage	100%
Professional Dues	75%
Management and Clinical Education	92%

PROFILE AVERAGES

Age	48	**Maintain Clinical Practice**	92%
Sex (Male)	100%	*Time Spent in Practice*	44%
Licensure	100%		
Certification	75%	**Employment Contract**	42%

OTHER MANAGERS
IN GROUP PRACTICES
GENERAL COMPARISONS (n=12)

		AVERAGE AGE	% CERTIFIED	% IN FIRST MANAGEMENT POSITION	% FIRST PERSON TO HOLD POSITION	% CLINICAL INVOLVEMENT	% TIME SPENT IN CLINICAL WORK	% RECEIVED SALARY INCREASE IN 1986	% RECEIVED BONUS FOR 1986	ANNUAL SALARY	TOTAL COMPENSATION
AGE	Under 40 years	37	50%	0	0	100%	40%	8%	100%	$98,750	$212,500
	40 to 65 years	50	80%	50%	50%	90%	45%	7%	40%	$127,300	$151,680
	Over 65 years	0	0	0	0	0	0	0	0	0	0

While older Other Managers in group practices had higher salaries, those under 40 had significantly higher total compensation. No significant differences appear for the two groups in the numbers with clinical involvement or in the average amount of time spent in clinical responsibilities.

		AVERAGE AGE	% CERTIFIED	% IN FIRST MANAGEMENT POSITION	% FIRST PERSON TO HOLD POSITION	% CLINICAL INVOLVEMENT	% TIME SPENT IN CLINICAL WORK	% RECEIVED SALARY INCREASE IN 1986	% RECEIVED BONUS FOR 1986	ANNUAL SALARY	TOTAL COMPENSATION
CERTIFICATION	Certified	46	100%	33%	33%	89%	36%	7%	44%	$130,556	$168,200
	Not Certified	52	0	67%	67%	100%	67%	6%	67%	$98,500	$142,667
EMPLOYMENT CONTRACT	Contract	49	60%	40%	60%	80%	56%	6%	60%	$103,500	$144,000
	No Contract	47	86%	43%	29%	100%	37%	8%	43%	$136,143	$174,543
FIRST POSITION	First Management Position	52	60%	100%	60%	80%	49%	7%	40%	$124,600	$143,160
	Not First Management Position	45	86%	0	29%	100%	41%	7%	57%	$121,071	$175,143

Certified Other Managers without employment contracts and with experience received greater total compensation. Surprisingly, while certified managers without contracts had larger salaries, experience had little to do with salary.

PHYSICIAN MANAGERS IN GROUP PRACTICES

ALL RESPONDENTS
FULL TIME

	25%	Average	Median	75%
Annual Salary	$ 87,000	$122,574	$115,000	$150,000
Bonus	10,000	26,083	25,000	40,000
Total Compensation	105,000	153,405	150,000	180,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	78%
Automobile Allowance	27%
Medical Insurance Coverage (employee)	83%
Medical Insurance Coverage (family)	66%
Dental Insurance Coverage (employee)	54%
Dental Insurance Coverage (family)	42%
Life Insurance Coverage	81%
Disability Insurance Coverage	69%
Malpractice Coverage	97%
Professional Dues	85%
Management and Clinical Education	86%

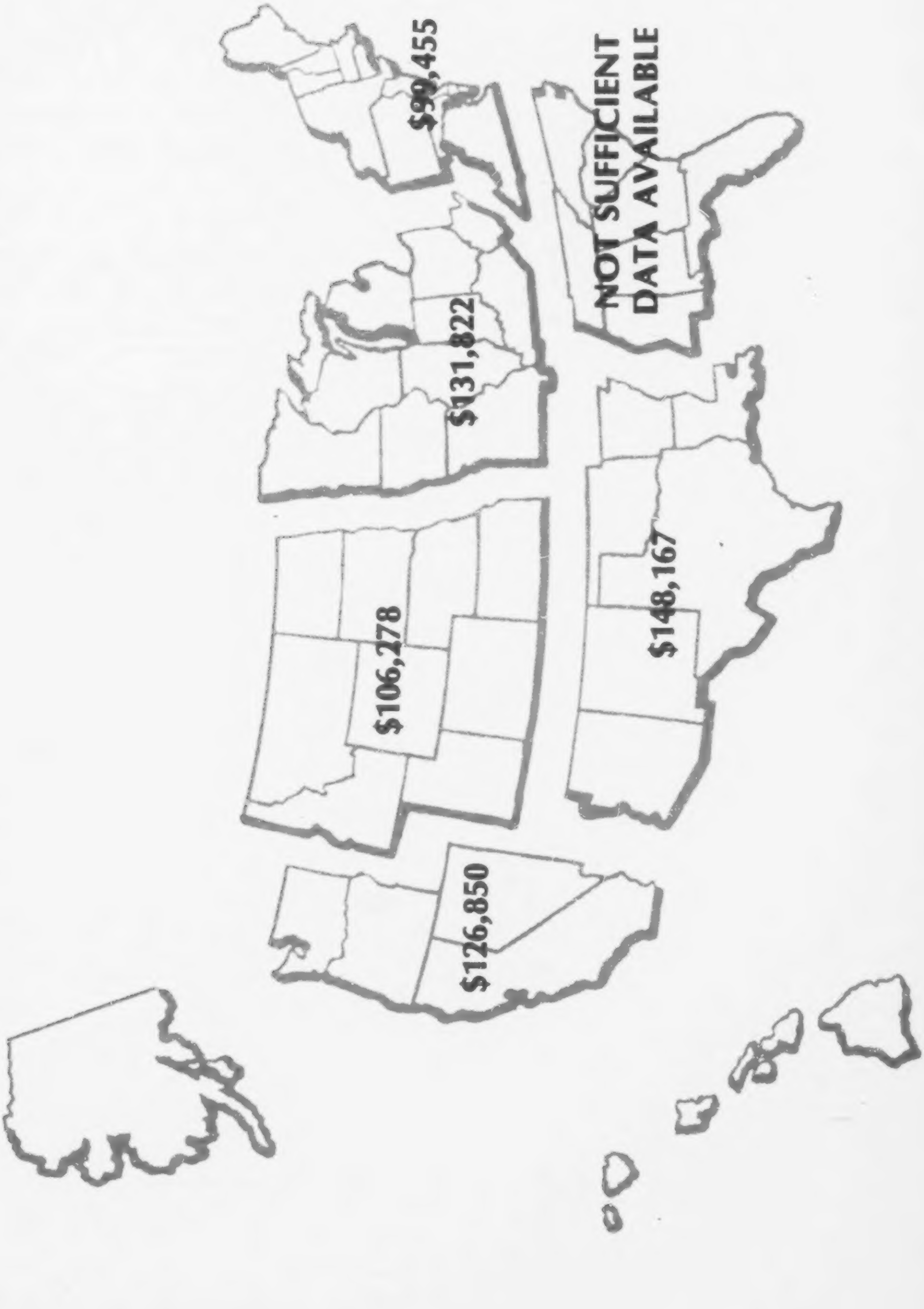
PROFILE AVERAGES

Age	48	**Maintain Clinical Practice**	81%
Sex (Male)	100%	*Time Spent in Practice*	30%
Licensure	98%		
Certification	90%	**Employment Contract**	53%

ALL RESPONDENTS IN GROUP PRACTICES

GEOGRAPHIC COMPARISONS (n=59)

AVERAGE SALARIES


$99,455
NOT SUFFICIENT DATA AVAILABLE
$131,822
$106,278
$148,167
$126,850

CHAPTER IV

PHYSICIAN MANAGERS IN PREPAID HEALTH CARE PLANS

The category of Prepaid Health Care Plans includes organizations that operate principally as HMOs and excludes organizations that have picked up prepaid health care as an additional revenue source, such as is done by group practices.

Reports included in this chapter:

1. **Full-Time Managers**--All managers who reported a 75 percent or more management time commitment in an HMO.

2. **Comparisons**--Evaluations of full-time managers by age, certification and whether they are (or are not) in their first management position.

3. **Regional Comparison**--Senior Medical Managers only by six regions of the country.

4. **HMO Model Comparisons**--Senior Medical Managers only by model (staff, IPA) of prepaid plan.

5. **All Respondents**--All full-time HMO physician managers are combined into one report.

COMMENTS

Medical managers in health maintenance organizations showed slightly reduced, but still very high, levels of licensure and certification. About one-half have employment contracts. Top managers indicated the highest level of clinical involvement, but Other Managers spent the highest percentage of time in clinical responsibilities. Top Managers were most inclined to have contracts. As expected, Top Managers have the highest salaries and total compensation.

PHYSICIAN MANAGERS IN HMOs

SENIOR MEDICAL MANAGERS
FULL TIME

	25%	Average	Median	75%
Annual Salary	$ 90,000	$102,341	$100,000	$110,000
Bonus	8,500	19,450	15,000	25,000
Total Compensation	115,000	137,159	133,000	150,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	86%
Automobile Allowance	70%
Medical Insurance Coverage (employee)	94%
Medical Insurance Coverage (family)	89%
Dental Insurance Coverage (employee)	80%
Dental Insurance Coverage (family)	67%
Life Insurance Coverage	96%
Disability Insurance Coverage	93%
Malpractice Coverage	90%
Professional Dues	90%
Management and Clinical Education	94%

PROFILE AVERAGES

Age	50	**Maintain Clinical Practice**	30%
Sex (Male)	96%	*Time Spent in Practice*	25%
Licensure	81%		
Certification	86%	**Employment Contract**	47%

SENIOR MEDICAL MANAGERS IN HMOs

GENERAL COMPARISONS (n=70)

AGE	AVERAGE AGE	% CERTIFIED	% IN FIRST MANAGEMENT POSITION	% FIRST PERSON TO HOLD POSITION	% CLINICAL INVOLVEMENT	% TIME SPENT IN CLINICAL WORK	% RECEIVED SALARY INCREASE IN 1986	% RECEIVED BONUS FOR 1986	ANNUAL SALARY	TOTAL COMPENSATION
Under 40 years	**38**	75%	**33%**	50%	**33%**	25%	**13%**	75%	**$95,625**	$128,500
40 to 65 years	**51**	87%	**32%**	53%	**30%**	21%	**8%**	66%	**$102,857**	$138,576
Over 65 years	**67**	100%	**50%**	75%	**25%**	90%	**10%**	50%	**$110,000**	$134,500

Salary and total compensation differentials by age were comparatively small, although younger Senior Medical Managers made less and older managers more. One anomaly is that middle-aged Senior Medical Managers had the highest total compensation, but the differences, as mentioned, are small. Older managers in HMOs spend an unusually large amount of time in clinical practice. Age has very little to do with the numbers of these managers who maintain clinical practices.

SENIOR MEDICAL MANAGERS IN HMOs

GENERAL COMPARISONS (n=70)

		AVERAGE AGE	% CERTIFIED	% IN FIRST MANAGEMENT POSITION	% FIRST PERSON TO HOLD POSITION	% CLINICAL INVOLVEMENT	% TIME SPENT IN CLINICAL WORK	% RECEIVED SALARY INCREASE IN 1986	% RECEIVED BONUS FOR 1986	ANNUAL SALARY	TOTAL COMPENSATION
CERTIFICATION	Certified	50	100%	32%	52%	32%	26%	9%	70%	$102,947	$135,150
	Not Certified	49	0	44%	67%	22%	15%	8%	44%	$95,011	$144,250
EMPLOYMENT CONTRACT	Contract	51	88%	30%	42%	30%	19%	10%	64%	$106,297	$142,525
	No Contract	49	84%	35%	62%	30%	30%	8%	70%	$98,814	$132,117
FIRST POSITION	First Management Position	51	83%	100%	65%	30%	48%	7%	48%	$100,548	$123,881
	Not First Management Position	49	87%	0	47%	30%	14%	10%	77%	$103,219	$143,643

With the exception of experienced Senior Medical Managers, whose total compensation was markedly higher than that for inexperienced managers, salary and total compensation differentials were small for the factors of certification, contracts, and experience. Bonuses were reported more frequently for certified, experienced Senior Medical Managers without employment contracts. Few differences existed among the three factors as far as numbers of managers with clinical involvement, but inexperienced managers spent more time in clinical practice.

SENIOR MEDICAL MANAGERS IN HMOs

REGIONAL COMPARISONS (n=70)

	ANNUAL SALARY				TOTAL COMPENSATION			
Region	**25%**	**$\bar{X}$**	**50%**	**75%**	**25%**	**$\bar{X}$**	**50%**	**75%**
Pacific	85,000	99,412	95,000	120,000	90,000	134,333	130,000	175,000
Southwest	75,000	91,700	91,800	125,000	78,500	128,258	131,275	175,000
Midwest	80,000	88,167	90,000	98,000	100,000	113,214	115,000	125,000
Mideast	90,000	103,900	100,000	120,000	118,125	130,188	133,000	150,000
Northeast	95,000	105,273	100,000	117,000	125,000	140,909	140,000	156,000
South Atlantic	100,000	116,269	107,000	115,000	120,000	163,479	145,000	190,000

SIZE COMPARISONS

	ANNUAL SALARY				TOTAL COMPENSATION			
Enrollees	**25%**	**$\bar{X}$**	**50%**	**75%**	**25%**	**$\bar{X}$**	**50%**	**75%**
< 25,000	77,000	94,000	90,000	107,000	94,000	120,536	125,000	150,000
25 - 49,999	91,800	101,593	104,000	107,500	115,000	127,520	130,000	141,000
50 - 99,999	88,000	97,469	100,000	117,000	103,000	125,167	130,000	150,000
>100,000	94,000	106,079	100,000	120,000	120,000	154,099	150,000	175,000

TYPE COMPARISONS

	ANNUAL SALARY				TOTAL COMPENSATION			
Type	**25%**	**$\bar{X}$**	**50%**	**75%**	**25%**	**$\bar{X}$**	**50%**	**75%**
Staff/Group	93,000	106,346	110,000	120,000	118,125	138,312	141,000	150,000
IPA/Network	88,000	96,966	96,000	104,000	103,000	130,760	125,000	150,000

PHYSICIAN MANAGERS IN HMOs

TOP MANAGERS
FULL TIME

	25%	Average	Median	75%
Annual Salary	$117,500	$128,400	$130,000	$150,000
Bonus	30,000	32,500	35,000	37,500
Total Compensation	150,000	176,909	175,000	190,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	92%
Automobile Allowance	67%
Medical Insurance Coverage (employee)	92%
Medical Insurance Coverage (family)	83%
Dental Insurance Coverage (employee)	83%
Dental Insurance Coverage (family)	75%
Life Insurance Coverage	92%
Disability Insurance Coverage	100%
Malpractice Coverage	92%
Professional Dues	100%
Management and Clinical Education	92%

PROFILE AVERAGES

Age	49	**Maintain Clinical Practice**	42%
Sex (Male)	100%	*Time Spent in Practice*	24%
Licensure	100%		
Certification	83%	**Employment Contract**	67%

TOP MANAGERS
IN HMOs
GENERAL COMPARISONS (n=12)

		AVERAGE AGE	% CERTIFIED	% IN FIRST MANAGEMENT POSITION	% FIRST PERSON TO HOLD POSITION	% CLINICAL INVOLVEMENT	% TIME SPENT IN CLINICAL WORK	% RECEIVED SALARY INCREASE IN 1986	% RECEIVED BONUS FOR 1986	ANNUAL SALARY	TOTAL COMPENSATION
AGE	Under 40 years	36	100%	50%	50%	50%	40%	14%	100%	$135,000	$218,500
	40 to 65 years	51	80%	20%	30%	40%	20%	11%	67%	$127,080	$167,667
	Over 65 years	0	0	0	0	0	0	0	0	0	0

Younger Top Managers in HMOs received higher salaries and total compensation, were more likely to receive bonuses, and received higher salary increases in 1986. Top Managers with certification, employment contracts, and little experience received higher salaries and total compensation, with the exception of higher salaries for Top Managers without contracts.

		AVERAGE AGE	% CERTIFIED	% IN FIRST MANAGEMENT POSITION	% FIRST PERSON TO HOLD POSITION	% CLINICAL INVOLVEMENT	% TIME SPENT IN CLINICAL WORK	% RECEIVED SALARY INCREASE IN 1986	% RECEIVED BONUS FOR 1986	ANNUAL SALARY	TOTAL COMPENSATION
CERTIFICATION	Certified	47	100%	30%	30%	40%	25%	11%	78%	$133,930	$179,600
	Not Certified	57	0	0	50%	50%	20%	17%	50%	$100,750	$150,000
EMPLOYMENT CONTRACT	Contract	48	75%	25%	25%	38%	20%	13%	75%	$125,625	$178,714
	No Contract	51	100%	25%	50%	50%	30%	8%	67%	$133,950	$173,750
FIRST POSITION	First Management Position	51	100%	100%	67%	67%	45%	18%	100%	$153,333	$185,667
	Not First Management Position	48	78%	0	22%	33%	10%	10%	67%	$120,089	$173,625

Although less experienced Top Managers were more likely to maintain clinical practices and spend more time in them, there were no other significant findings in this area. A large percentage of those holding their first management positions were also the first persons in the positions.

PHYSICIAN MANAGERS IN HMOs

OTHER MANAGERS
FULL TIME

	25%	Average	Median	75%
Annual Salary	$ 80,000	$ 89,936	$ 85,000	$ 96,000
Bonus	5,000	15,007	15,000	21,000
Total Compensation	100,000	126,250	125,000	150,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	85%
Automobile Allowance	88%
Medical Insurance Coverage (employee)	96%
Medical Insurance Coverage (family)	96%
Dental Insurance Coverage (employee)	88%
Dental Insurance Coverage (family)	81%
Life Insurance Coverage	92%
Disability Insurance Coverage	88%
Malpractice Coverage	92%
Professional Dues	92%
Management and Clinical Education	96%

PROFILE AVERAGES

Age	47	**Maintain Clinical Practice**	27%
Sex (Male)	96%	*Time Spent in Practice*	52%
Licensure	96%		
Certification	92%	**Employment Contract**	65%

OTHER MANAGERS
IN HMOs
GENERAL COMPARISONS (n=26)

		AVERAGE AGE	% CERTIFIED	% IN FIRST MANAGEMENT POSITION	% FIRST PERSON TO HOLD POSITION	% CLINICAL INVOLEMENT	% TIME SPENT IN CLINICAL WORK	% RECEIVED SALARY INCREASE IN 1986	% RECEIVED BONUS FOR 1986	ANNUAL SALARY	TOTAL COMPENSATION
AGE	Under 40 years	37	100%	50%	33%	50%	43%	10%	83%	$92,026	$126,250
	40 to 65 years	50	95%	37%	32%	21%	59%	8%	74%	$88,220	$124,147
	Over 65 years	0	0	0	0	0	0	0	0	0	0

Age differentials for Other Managers in HMOs were quite small, with the exception of clinical involvement, where younger managers spent more than twice as much time in clinical responsibilities.

		AVERAGE AGE	% CERTIFIED	% IN FIRST MANAGEMENT POSITION	% FIRST PERSON TO HOLD POSITION	% CLINICAL INVOLEMENT	% TIME SPENT IN CLINICAL WORK	% RECEIVED SALARY INCREASE IN 1986	% RECEIVED BONUS FOR 1986	ANNUAL SALARY	TOTAL COMPENSATION
CERTIFICATION	Certified	46	100%	38%	33%	29%	52%	8%	79%	$90,139	$124,548
	Not Certified	59	0	50%	50%	0	0	5%	50%	$87,500	$162,000
EMPLOYMENT CONTRACT	Contract	47	94%	59%	47%	35%	58%	8%	65%	$85,931	$118,500
	No Contract	48	89%	0	11%	11%	20%	8%	100%	$97,500	$137,444
FIRST POSITION	First Management Position	46	90%	100%	60%	40%	56%	8%	80%	$81,984	$118,125
	Not First Management Position	48	94%	0	19%	19%	47%	8%	75%	$94,906	$130,893

Regarding salaries, certified, experienced managers without contracts were paid more, and uncertified, experienced managers without contracts received higher total compensation. Inexperienced Other Managers were more likely to be in their first management positions and were more involved clinically. The same pattern exists for Other Managers with contracts. In addition, managers with contracts spent more time in clinical practice.

PHYSICIAN MANAGERS IN HMOs

ALL RESPONDENTS
FULL TIME

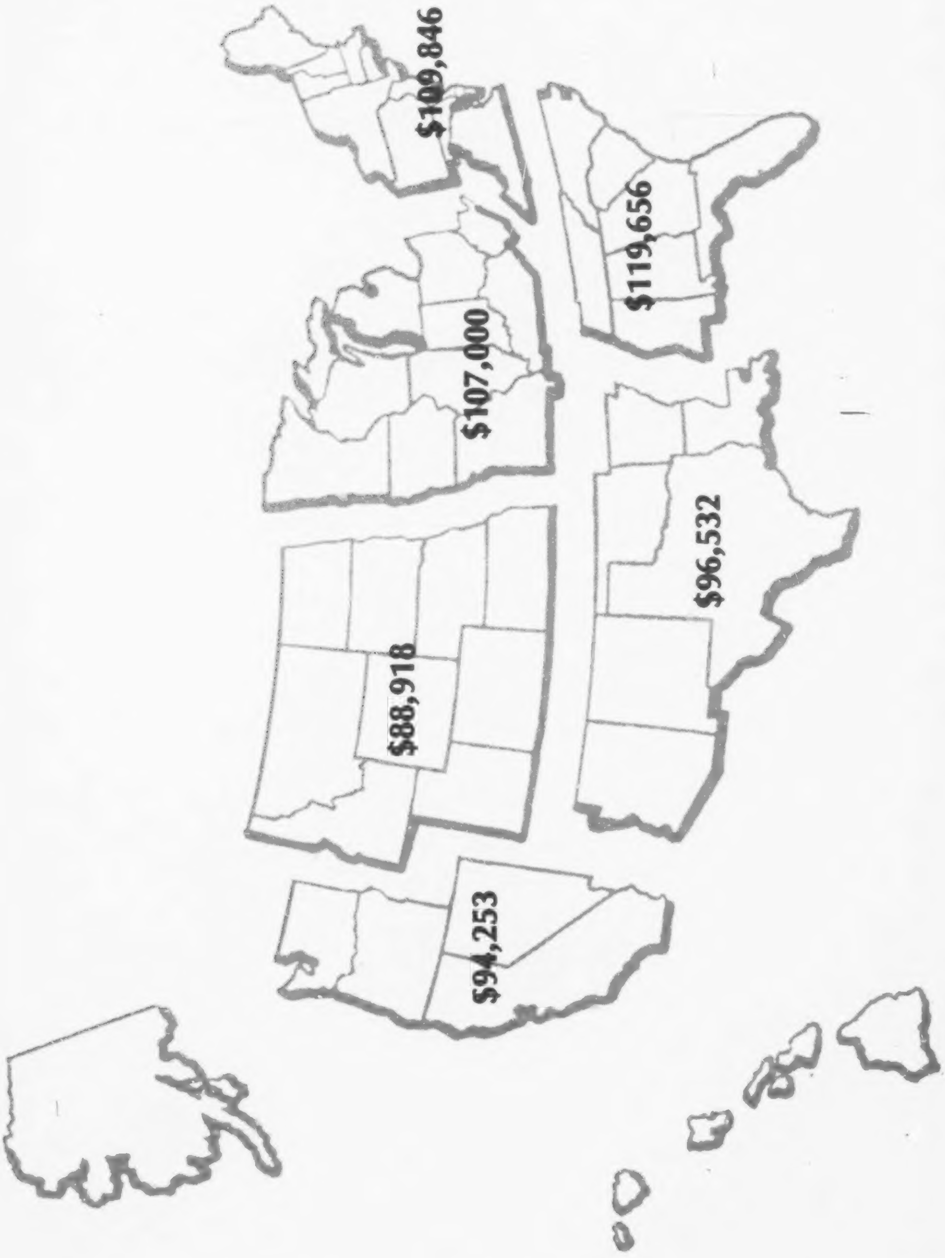
	25%	Average	Median	75%
Annual Salary	$ 85,000	$102,250	$100,000	$115,000
Bonus	8,500	19,227	16,000	25,000
Total Compensation	115,000	139,192	135,000	155,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	86%
Automobile Allowance	74%
Medical Insurance Coverage (employee)	94%
Medical Insurance Coverage (family)	90%
Dental Insurance Coverage (employee)	82%
Dental Insurance Coverage (family)	71%
Life Insurance Coverage	94%
Disability Insurance Coverage	93%
Malpractice Coverage	91%
Professional Dues	92%
Management and Clinical Education	94%

PROFILE AVERAGES

Age	49	**Maintain Clinical Practice**	31%
Sex (Male)	96%	*Time Spent in Practice*	31%
Licensure	87%		
Certification	87%	**Employment Contract**	54%

ALL RESPONDENTS
IN HMOs
GEOGRAPHIC COMPARISONS (n=108)
AVERAGE SALARIES


$109,846
$119,656
$107,000
$96,532
$88,918
$94,253

CHAPTER V

PHYSICIAN MANAGERS IN OTHER ORGANIZATIONS

This section includes all respondents who do not fit into the three previous organizational categories. Mostly, this group includes private companies that may or may not be health-related. Because the sample size is small and nonhomogeneous, the data in this section are offered without comment.

Reports included in this chapter:

1. **Full-Time Managers**--All managers who reported a 75 percent or more management time commitment in other organizations.

2. **Comparisons**--Evaluations of full-time managers by age, certification, and whether they are (or are not) in their first management position.

3. **Type of Business Comparisons**--Senior Medical Managers by whether the business is health-related or not.

4. **Size of Business**--Senior Medical Managers by number of employees.

5. **All Respondents**--All full-time other organization physician managers are combined into one report.

PHYSICIAN MANAGERS IN OTHER ORGANIZATIONS

SENIOR MEDICAL MANAGERS
FULL TIME

	25%	Average	Median	75%
Annual Salary	$ 85,000	$108,171	$104,000	$120,000
Bonus	10,000	31,224	27,300	35,000
Total Compensation	109,120	146,904	140,000	160,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	87%
Automobile Allowance	26%
Medical Insurance Coverage (employee)	87%
Medical Insurance Coverage (family)	81%
Dental Insurance Coverage (employee)	68%
Dental Insurance Coverage (family)	65%
Life Insurance Coverage	87%
Disability Insurance Coverage	84%
Malpractice Coverage	77%
Professional Dues	81%
Management and Clinical Education	97%

PROFILE AVERAGES

Age	51	**Maintain Clinical Practice**	52%
Sex (Male)	100%	*Time Spent in Practice*	17%
Licensure	87%		
Certification	74%	**Employment Contract**	35%

SENIOR MEDICAL MANAGERS IN OTHER ORGANIZATIONS

GENERAL COMPARISONS (n=31)

		AVERAGE AGE	% CERTIFIED	% IN FIRST MANAGEMENT POSITION	% FIRST PERSON TO HOLD POSITION	% CLINICAL INVOLVEMENT	% TIME SPENT IN CLINICAL WORK	% RECEIVED SALARY INCREASE IN 1986	% RECEIVED BONUS FOR 1986	ANNUAL SALARY	TOTAL COMPENSATION
AGE	Under 40 years	36	100%	50%	50%	50%	6%	7%	75%	$101,750	$133,530
	40 to 65 years	52	69%	31%	62%	54%	19%	10%	58%	$110,435	$151,520
	Over 65 years	67	100%	0	100%	0	0	0	0	$75,000	$85,000
CERTIFICATION	Certified	50	100%	39%	65%	43%	20%	10%	57%	$107,535	$147,369
	Not Certified	56	0	12%	50%	75%	13%	8%	62%	$110,000	$145,625
EMPLOYMENT CONTRACT	Contract	51	73%	36%	73%	55%	24%	9%	64%	$113,182	$135,412
	No Contract	51	75%	30%	55%	50%	13%	10%	55%	$105,415	$152,650
FIRST POSITION	First Management Position	55	90%	100%	60%	50%	23%	9%	40%	$108,180	$127,333
	Not First Management Position	50	65%	0	65%	55%	15%	10%	70%	$108,775	$157,056

SENIOR MEDICAL MANAGERS IN OTHER ORGANIZATIONS

BED SIZE COMPARISONS (n=31)

	ANNUAL SALARY				TOTAL COMPENSATION			
Type	**25%**	**$\overline{X}$**	**50%**	**75%**	**25%**	**$\overline{X}$**	**50%**	**75%**
Health Related Business	85,000	112,959	110,000	125,000	109,120	147,320	139,000	160,000
Not Health Related	90,000	102,357	100,000	115,000	113,000	147,571	140,000	165,000

TYPE COMPARISONS

	ANNUAL SALARY				TOTAL COMPENSATION			
# of Employees	**25%**	**$\overline{X}$**	**50%**	**75%**	**25%**	**$\overline{X}$**	**50%**	**75%**
< 1000	80,000	106,525	120,000	155,000	95,000	140,647	120,000	155,000
1000+	91,000	109,211	104,000	120,000	120,000	150,526	140,000	165,000

PHYSICIAN MANAGERS IN OTHER ORGANIZATIONS

TOP MANAGERS
FULL TIME

	25%	Average	Median	75%
Annual Salary	$ 95,000	$133,050	$129,000	$136,000
Bonus	6,000	41,571	25,000	45,000
Total Compensation	120,000	175,725	150,000	175,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	64%
Automobile Allowance	79%
Medical Insurance Coverage (employee)	100%
Medical Insurance Coverage (family)	93%
Dental Insurance Coverage (employee)	86%
Dental Insurance Coverage (family)	79%
Life Insurance Coverage	93%
Disability Insurance Coverage	86%
Malpractice Coverage	57%
Professional Dues	93%
Management and Clinical Education	100%

PROFILE AVERAGES

Age	50	**Maintain Clinical Practice**	14%
Sex (Male)	100%	*Time Spent in Practice*	3%
Licensure	86%		
Certification	86%	**Employment Contract**	71%

TOP MANAGERS
IN OTHER ORGANIZATIONS
GENERAL COMPARISONS (n=14)

		AVERAGE AGE	% CERTIFIED	% IN FIRST MANAGEMENT POSITION	% FIRST PERSON TO HOLD POSITION	% CLINICAL INVOLEMENT	% TIME SPENT IN CLINICAL WORK	% RECEIVED SALARY INCREASE IN 1986	% RECEIVED BONUS FOR 1986	ANNUAL SALARY	TOTAL COMPENSATION
AGE	Under 40 years	36	67%	33%	0	0	0	10%	33%	$99,067	$131,567
	40 to 65 years	53	91%	18%	45%	18%	3%	12%	45%	$142,318	$190,444
	Over 65 years	0	0	0	0	0	0	0	0	0	0
CERTIFICATION	Certified	51	100%	25%	42%	17%	3%	11%	50%	$136,975	$183,470
	Not Certified	44	0	0	0	0	0	8%	0	$109,500	$137,000
EMPLOYMENT CONTRACT	Contract	51	90%	20%	40%	10%	5%	12%	60%	$143,550	$198,000
	No Contract	47	75%	25%	25%	25%	1%	9%	0	$106,800	$131,175
FIRST POSITION	First Management Position	49	100%	100%	33%	33%	5%	21%	67%	$175,733	$278,233
	Not First Management Position	50	82%	0	36%	9%	1%	8%	36%	$121,409	$141,556

PHYSICIAN MANAGERS IN OTHER ORGANIZATIONS

OTHER MANAGERS
FULL TIME

	25%	Average	Median	75%
Annual Salary	$ 76,500	$ 92,143	$ 90,000	$102,290
Bonus	5,000	12,752	10,000	16,000
Total Compensation	90,000	116,618	114,000	135,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	83%
Automobile Allowance	17%
Medical Insurance Coverage (employee)	83%
Medical Insurance Coverage (family)	78%
Dental Insurance Coverage (employee)	65%
Dental Insurance Coverage (family)	65%
Life Insurance Coverage	78%
Disability Insurance Coverage	57%
Malpractice Coverage	48%
Professional Dues	78%
Management and Clinical Education	96%

PROFILE AVERAGES

Age	47	**Maintain Clinical Practice**	39%
Sex (Male)	96%	*Time Spent in Practice*	16%
Licensure	91%		
Certification	83%	**Employment Contract**	17%

OTHER MANAGERS IN OTHER ORGANIZATIONS

GENERAL COMPARISONS (n=23)

		AVERAGE AGE	% CERTIFIED	% IN FIRST MANAGEMENT POSITION	% FIRST PERSON TO HOLD POSITION	% CLINICAL INVOLVEMENT	% TIME SPENT IN CLINICAL WORK	% RECEIVED SALARY INCREASE IN 1986	% RECEIVED BONUS FOR 1986	ANNUAL SALARY	TOTAL COMPENSATION
AGE	Under 40 years	36	100%	50%	17%	50%	17%	9%	67%	$95,465	$123,065
	40 to 65 years	51	75%	12%	44%	38%	16%	9%	50%	$92,531	$114,200
	Over 65 years	66	100%	100%	100%	0	0	5%	0	$66,000	$66,000
CERTIFICATION	Certified	47	100%	32%	32%	42%	16%	10%	47%	$88,910	$114,077
	Not Certified	49	0	0	75%	25%	15%	6%	75%	$107,500	$128,050
EMPLOYMENT CONTRACT	Contract	39	100%	75%	50%	75%	17%	10%	50%	$109,750	$139,750
	No Contract	49	79%	16%	37%	32%	16%	8%	53%	$88,436	$111,477
FIRST POSITION	First Management Position	43	100%	100%	50%	50%	18%	12%	33%	$88,500	$106,400
	Not First Management Position	49	76%	0	35%	35%	15%	8%	59%	$93,429	$119,623

PHYSICIAN MANAGERS IN OTHER ORGANIZATIONS

ALL RESPONDENTS
FULL TIME

	25%	Average	Median	75%
Annual Salary	$ 87,200	$107,872	$100,000	$120,300
Bonus	9,200	27,488	20,000	30,000
Total Compensation	104,700	141,897	135,000	155,000

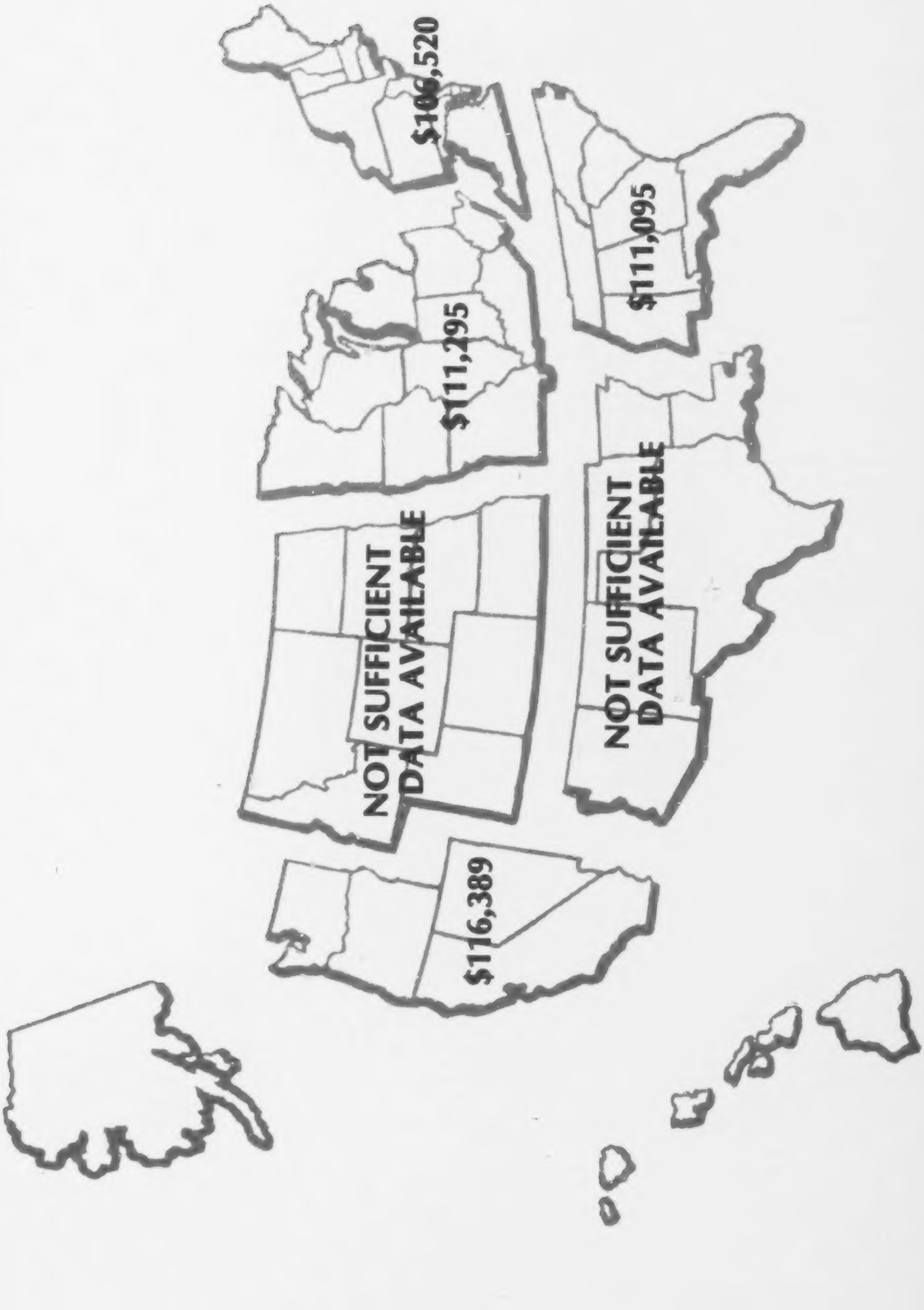
BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	81%
Automobile Allowance	34%
Medical Insurance Coverage (employee)	88%
Medical Insurance Coverage (family)	82%
Dental Insurance Coverage (employee)	71%
Dental Insurance Coverage (family)	68%
Life Insurance Coverage	85%
Disability Insurance Coverage	75%
Malpractice Coverage	63%
Professional Dues	82%
Management and Clinical Education	97%

PROFILE AVERAGES

Age	50	**Maintain Clinical Practice**	40%
Sex (Male)	99%	*Time Spent in Practice*	16%
Licensure	88%		
Certification	79%	**Employment Contract**	37%

ALL RESPONDENTS
IN OTHER ORGANIZATIONS
GEOGRAPHIC COMPARISONS (n=68)

AVERAGE SALARIES


$106,520
$111,095
$111,295
NOT SUFFICIENT DATA AVAILABLE
NOT SUFFICIENT DATA AVAILABLE
$116,389

CHAPTER VI

PART-TIME PHYSICIAN MANAGERS

Part-time physician managers are a critical element in the long-term development of the profession. It is in part-time management positions that physicians normally are first subjected to management duties. Prior to that time, physicians are typically involved with various committee activities and at times are heavily involved with the management of an ongoing administrative system or in developing a new service for the organization.

Physicians who are recognized as successful in less formal committee work often are encouraged to assume leadership or administrative duties by their colleagues. If the physician's interest is additionally piqued, he or she will pursue a part-time management post. Part-time physician managers normally split the world of clinical medicine with management of their health care organization. Many continue to practice medicine, regardless of the complexity of their management responsibilities, presumably to maintain credibility among their peers. As these physicians mature, they assume more formalized management positions and devote the majority of their professional time to management roles.

Reports included in this chapter:

1. **Part-Time Hospital Manager Profiles**

2. **Part-Time Group Practice Manager Profiles**

3. **Part-Time HMO Manager Profiles**

4. **Part-Time Other Organization Manager Profiles**

Comments

1. Part-time physician manager respondents in hospitals devoted an average of 41% of their time as managers. Their average salary is about 54% of that received by full-time hospital managers. Also, as would be expected, part-timers receive about half as much in paid benefits, with one exception. Management and clinical education is provided to virtually all physician managers, regardless of their time commitment.

2. Part-time physician managers in HMOs and Other Organizations receive benefits similar to those of their colleagues in hospitals. In HMOs, physician managers devote an average of 39 percent of their time to management and have an average salary of 48 percent of full-time; in the Other category, they devote 39 percent of their time and receive 41 percent of the annual salary of full-time managers.

3. In group practices, in contrast to other types of organizations, part-time physician managers devote 30 percent of their time to management (significantly lower than Other Organizational types) and receive an average 34 percent of full-time managers' salaries. Managers in group practice do, however, receive almost the same level of fringe benefits. We expect this is due to the traditional partnership arrangements of most group practices.

4. Ages for part-time managers seem to be a few years lower than full-time managers and average about 48 years of age. The group is mostly made up of males, most of whom are licensed to practice, as was found with full-time managers. They are mostly board certified, and virtually all have clinical practice duties in amounts representing about 55% of their time.

5. It would appear that the best financial return for a physician manager will exist when he works on a part-time basis as a manager and continues to spend some time in clinical activities.

PHYSICIAN MANAGERS IN HOSPITALS

SENIOR MEDICAL MANAGERS
PART TIME

	Average	Median
Annual Salary	$58,003	$50,000
Bonus	15,518	5,000
Total Compensation	67,655	61,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	25%
Automobile Allowance	17%
Medical Insurance Coverage (employee)	43%
Medical Insurance Coverage (family)	37%
Dental Insurance Coverage (employee)	27%
Dental Insurance Coverage (family)	21%
Life Insurance Coverage	38%
Disability Insurance Coverage	19%
Malpractice Coverage	22%
Professional Dues	43%
Management and Clinical Education	84%

PROFILE AVERAGES

Age	50	**Maintain Clinical Practice**	90%
Sex (Male)	97%	*Time Spent in Practice*	55%
Licensure	94%		
Certification	87%	**Employment Contract**	62%

PHYSICIAN MANAGERS IN HOSPITALS

ALL RESPONDENTS
PART TIME

	Average	Median
Annual Salary	$58,281	$55,000
Bonus	12,751	6,000
Total Compensation	69,218	63,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	34%
Automobile Allowance	13%
Medical Insurance Coverage (employee)	46%
Medical Insurance Coverage (family)	40%
Dental Insurance Coverage (employee)	33%
Dental Insurance Coverage (family)	27%
Life Insurance Coverage	41%
Disability Insurance Coverage	28%
Malpractice Coverage	32%
Professional Dues	39%
Management and Clinical Education	78%

PROFILE AVERAGES

Age	49	**Maintain Clinical Practice**	89%
Sex (Male)	97%	*Time Spent in Practice*	55%
Licensure	94%		
Certification	88%	**Employment Contract**	66%

PHYSICIAN MANAGERS IN GROUP PRACTICES

SENIOR MEDICAL MANAGERS
PART TIME

	Average	Median
Annual Salary	$44,444	$36,000
Bonus	30,429	15,000
Total Compensation	67,838	50,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	60%
Automobile Allowance	14%
Medical Insurance Coverage (employee)	69%
Medical Insurance Coverage (family)	63%
Dental Insurance Coverage (employee)	29%
Dental Insurance Coverage (family)	29%
Life Insurance Coverage	74%
Disability Insurance Coverage	60%
Malpractice Coverage	69%
Professional Dues	77%
Management and Clinical Education	74%

PROFILE AVERAGES

Age	49	**Maintain Clinical Practice**	97%
Sex (Male)	100%	*Time Spent in Practice*	58%
Licensure	97%		
Certification	100%	**Employment Contract**	43%

PHYSICIAN MANAGERS IN GROUP PRACTICES

OTHER MANAGERS
PART TIME

	Average	Median
Annual Salary	$36,368	$30,000
Bonus	17,188	10,000
Total Compensation	63,161	68,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	71%
Automobile Allowance	18%
Medical Insurance Coverage (employee)	71%
Medical Insurance Coverage (family)	71%
Dental Insurance Coverage (employee)	29%
Dental Insurance Coverage (family)	29%
Life Insurance Coverage	76%
Disability Insurance Coverage	76%
Malpractice Coverage	82%
Professional Dues	82%
Management and Clinical Education	59%

PROFILE AVERAGES

Age	48	**Maintain Clinical Practice**	100%
Sex (Male)	88%	*Time Spent in Practice*	65%
Licensure	94%		
Certification	94%	**Employment Contract**	41%

PHYSICIAN MANAGERS IN GROUP PRACTICES

ALL RESPONDENTS
PART TIME

	Average	Median
Annual Salary	$41,762	$33,600
Bonus	25,904	15,000
Total Compensation	63,920	50,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	63%
Automobile Allowance	21%
Medical Insurance Coverage (employee)	72%
Medical Insurance Coverage (family)	63%
Dental Insurance Coverage (employee)	35%
Dental Insurance Coverage (family)	29%
Life Insurance Coverage	74%
Disability Insurance Coverage	62%
Malpractice Coverage	74%
Professional Dues	78%
Management and Clinical Education	72%

PROFILE AVERAGES

Age	48%	**Maintain Clinical Practice**	48%
		Maintain Clinical Practice	99%
Sex (Male)	97%	*Time Spent in Practice*	60%
Licensure	97%		
Certification	97%	**Employment Contract**	38%

PHYSICIAN MANAGERS IN HMOs

SENIOR MEDICAL MANAGERS
PART TIME

	Average	Median
Annual Salary	$48,096	$48,000
Bonus	9,998	10,000
Total Compensation	63,297	60,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	30%
Automobile Allowance	30%
Medical Insurance Coverage (employee)	49%
Medical Insurance Coverage (family)	46%
Dental Insurance Coverage (employee)	43%
Dental Insurance Coverage (family)	41%
Life Insurance Coverage	43%
Disability Insurance Coverage	35%
Malpractice Coverage	32%
Professional Dues	59%
Management and Clinical Education	78%

PROFILE AVERAGES

Age	49	**Maintain Clinical Practice**	89%
Sex (Male)	97%	*Time Spent in Practice*	54%
Licensure	97%		
Certification	92%	**Employment Contract**	38%

PHYSICIAN MANAGERS IN HMOs

ALL REPONDENTS
PART TIME

	Average	Median
Annual Salary	$48,623	$48,000
Bonus	23,999	10,000
Total Compensation	72,390	60,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	39%
Automobile Allowance	35%
Medical Insurance Coverage (employee)	53%
Medical Insurance Coverage (family)	49%
Dental Insurance Coverage (employee)	41%
Dental Insurance Coverage (family)	41%
Life Insurance Coverage	49%
Disability Insurance Coverage	41%
Malpractice Coverage	41%
Professional Dues	57%
Management and Clinical Education	76%

PROFILE AVERAGES

Age	48	**Maintain Clinical Practice**	92%
Sex (Male)	93%	*Time Spent in Practice*	58%
Licensure	98%		
Certification	90%	**Employment Contract**	39%

PHYSICIAN MANAGERS IN OTHER ORGANIZATIONS

ALL RESPONDENTS
PART TIME

	Average	Median
Annual Salary	$44,281	$38,000
Bonus	6,071	5,300
Total Compensation	66,458	50,000

BENEFITS PAID BY EMPLOYER	PERCENTAGE RECEIVING
Pension Plan	33%
Automobile Allowance	24%
Medical Insurance Coverage (employee)	52%
Medical Insurance Coverage (family)	43%
Dental Insurance Coverage (employee)	29%
Dental Insurance Coverage (family)	19%
Life Insurance Coverage	43%
Disability Insurance Coverage	29%
Malpractice Coverage	52%
Professional Dues	52%
Management and Clinical Education	67%

PROFILE AVERAGES

Age	49	**Maintain Clinical Practice**	90%
Sex (Male)	95%	*Time Spent in Practice*	55%
Licensure	81%		
Certification	86%	**Employment Contract**	67%

CHAPTER VII

SPECIALTY COMPARISONS

This chapter was prepared to present a categorization of physician managers by clinical specialty. Because virtually all physicians who become managers have had practice experience and the majority are certified by specialty boards of the American Board of Medical Specialties, it is of interest to know about their clinical training.

The best available database for such information about physician managers is the membership files of the American Academy of Medical Directors, all of whose members are physicians. The total membership of about 2,700 (as of July 1987) has been included in this analysis. This group of physicians represents a true reading of the specialty areas of physician executives. The comparisons included in this chapter have concentrated on organizational type and certification relative to medical specialty area. These specialties are all considered to be the physician's primary specialty area and no attempt was made to evaluate the nature of the distribution of secondary specialties.

Reports included in this chapter:

1. **Aggregate Physician Managers (All Survey Data)**

2. **Hospitals**

3. **Group Practices**

4. **HMOs**

5. **Military and Government**

6. **Other Organizations**

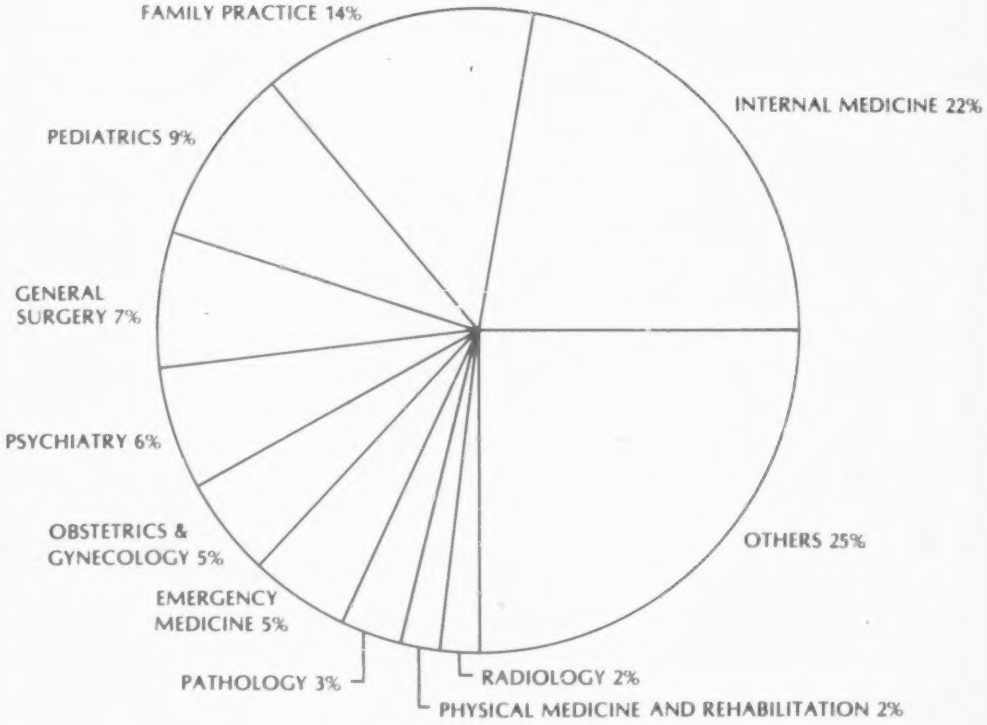
Comments

Clearly, the physician executive profession has a high concentration of physicians with primary care specialties. In all but one organizational category, internal medicine was the most common specialty and family practice was the second most common. Indeed, the majority of all physician managers had specialties, be it internal medicine or psychiatry, that deal with patients on a primary care basis.

Overall, physicians with a surgical specialty (general or subspecialty) represented 20 percent of the sample. This is somewhat a surprise, because the common wisdom has suggested that only primary care physicians went into the medical management field.

As a total population, physician managers are certified 82 percent of the time. This percentage holds up for all organizational groups except the "Other Organization" category, which showed 73 percent certification. We are not sure that this difference means anything for the profession, but it suggests that the physician manager in the health care delivery field probably should be board-certified.

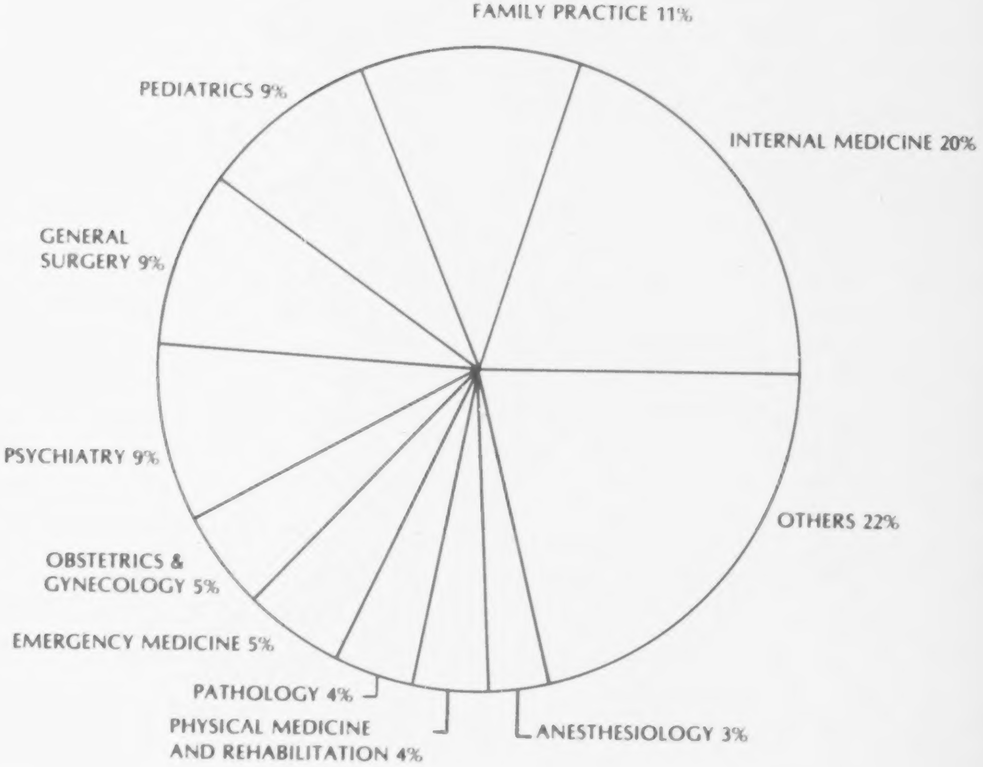
PHYSICIAN MANAGERS
ALL ORGANIZATIONS
SPECIALTY ANALYSIS



SPECIALTY	**PERCENT OF TOTAL**	**CUMULATIVE PERCENTAGE**	**PERCENT CERTIFIED**
Internal Medicine	22%	22%	79%
Family Practice	14%	36%	79%
Pediatrics	9%	45%	88%
General Surgery	7%	52%	86%
Psychiatry	6%	58%	82%
Obstetrics & Gynecology	5%	63%	88%
Emergency Medicine	5%	68%	69%
Pathology	3%	71%	93%
Physical Medicine and Rehabilitation	2%	73%	93%
Radiology	2%	75%	91%
Others	25%		

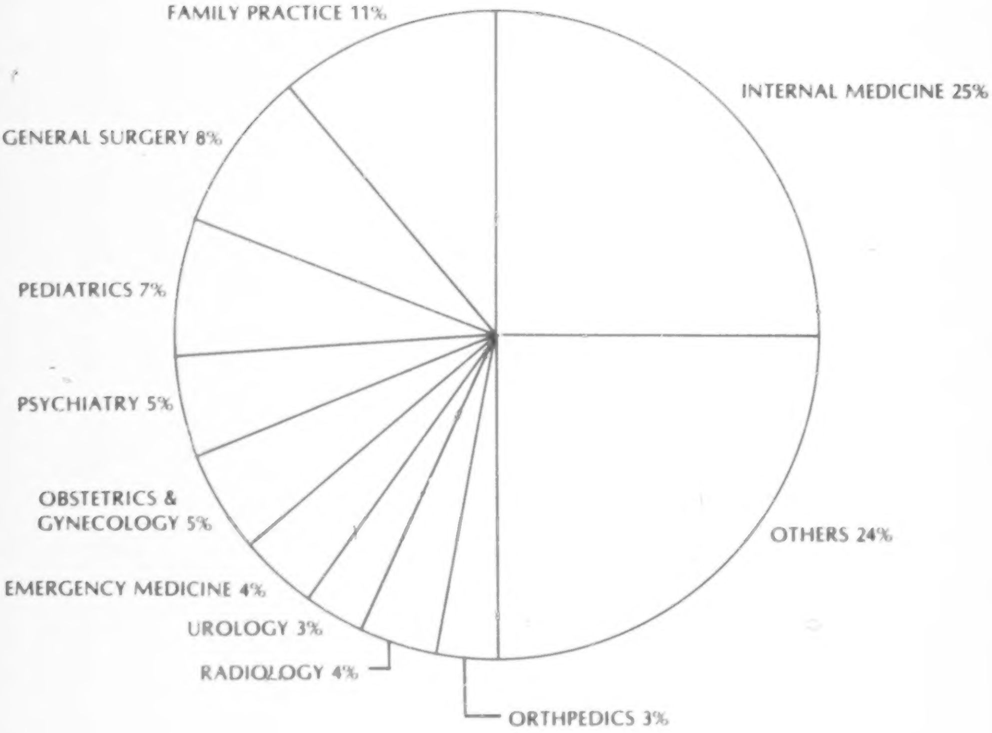
PHYSICIAN MANAGERS IN HOSPITALS

SPECIALTY ANALYSIS



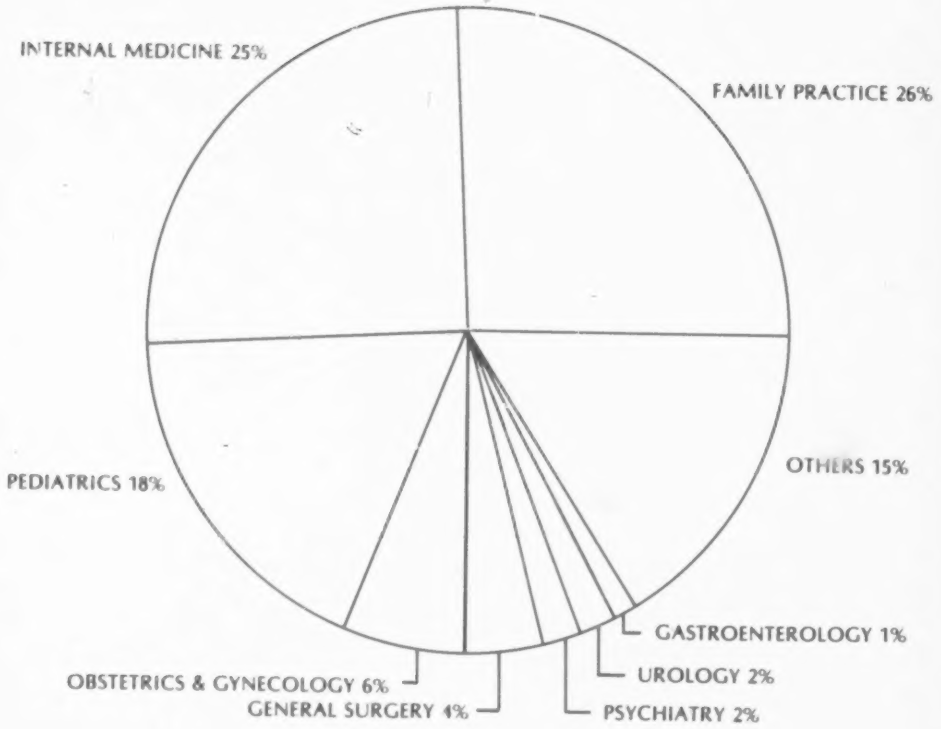
SPECIALTY	PERCENT OF TOTAL	CUMULATIVE PERCENTAGE	PERCENT CERTIFIED
Internal Medicine	20%	20%	81%
Family Practice	11%	31%	78%
Pediatrics	9%	40%	89%
General Surgery	9%	49%	85%
Psychiatry	9%	58%	87%
Obstetrics & Gynecology	5%	63%	88%
Emergency Medicine	5%	68%	76%
Pathology	4%	72%	90%
Physical Medicine and Rehabilitation	4%	76%	95%
Anesthesiology	3%	79%	91%
Others	22%		

PHYSICIAN MANAGERS IN GROUP PRACTICES
SPECIALTY ANALYSIS



SPECIALTY	PERCENT OF TOTAL	CUMULATIVE PERCENTAGE	PERCENT CERTIFIED
Internal Medicine	25%	25%	84%
Family Practice	11%	36%	72%
General Surgery	8%	44%	89%
Pediatrics	7%	51%	88%
Psychiatry	5%	56%	87%
Obstetrics & Gynecology	5%	61%	90%
Emergency Medicine	4%	65%	56%
Radiology	4%	69%	80%
Urology	3%	72%	87%
Orthopedics	3%	75%	91%
Others	24%		

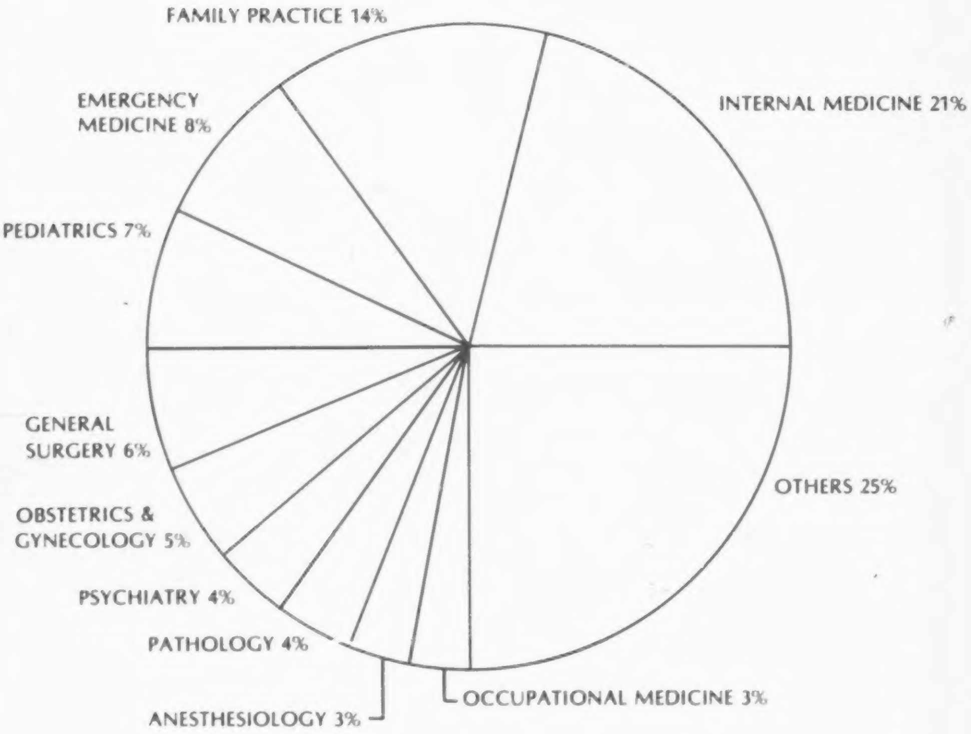
PHYSICIAN MANAGERS
IN HMOs
SPECIALTY ANALYSIS



SPECIALTY	PERCENT OF TOTAL	CUMULATIVE PERCENTAGE	PERCENT CERTIFIED
Family Practice	26%	26%	84%
Internal Medicine	25%	51%	83%
Pediatrics	18%	69%	89%
Obstetrics & Gynecology	6%	75%	91%
General Surgery	4%	79%	71%
Psychiatry	2%	81%	75%
Urology	2%	83%	100%
Gastroenterology	1%	84%	100%
Others	15%		

PHYSICIAN MANAGERS IN OTHER ORGANIZATIONS

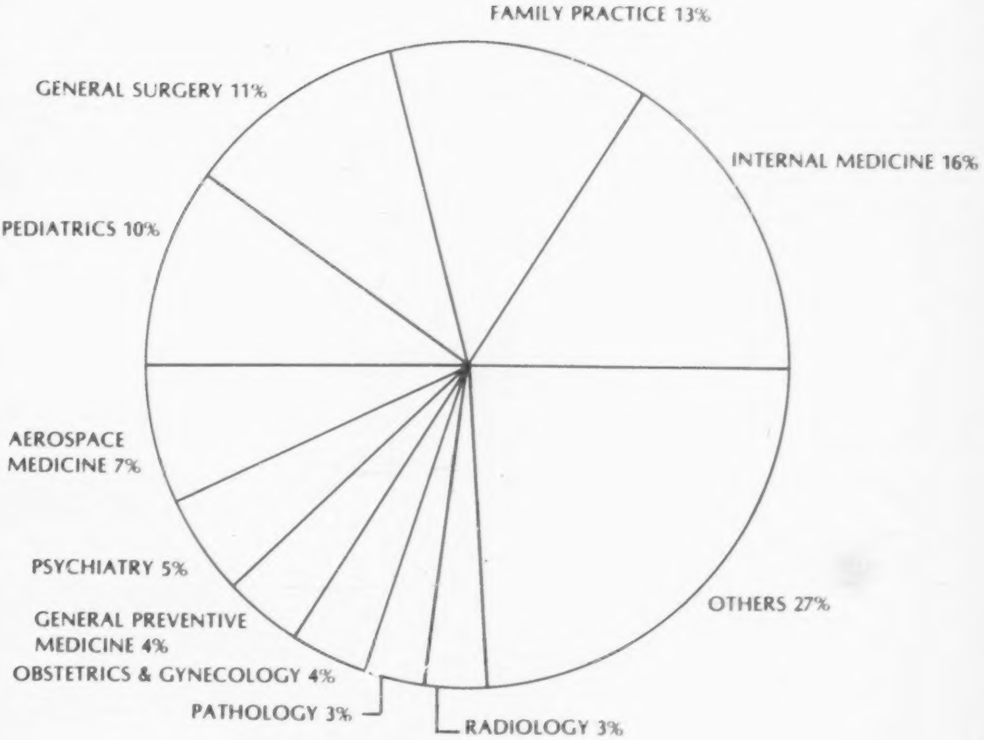
SPECIALTY ANALYSIS



SPECIALTY	PERCENT OF TOTAL	CUMULATIVE PERCENTAGE	PERCENT CERTIFIED
Internal Medicine	21%	21%	73%
Family Practice	14%	35%	77%
Emergency Medicine	8%	43%	66%
Pediatrics	7%	50%	85%
General Surgery	6%	56%	90%
Obstetrics & Gynecology	5%	61%	82%
Psychiatry	4%	65%	66%
Pathology	4%	69%	94%
Anesthesiology	3%	72%	79%
Occupational Medicine	3%	75%	44%
Others	25%		

PHYSICIAN MANAGERS IN MILITARY OR GOVERNMENT

SPECIALTY ANALYSIS



SPECIALTY	PERCENT OF TOTAL	CUMULATIVE PERCENTAGE	PERCENT CERTIFIED
Internal Medicine	16%	16%	77%
Family Practice	13%	28%	81%
General Surgery	11%	39%	85%
Pediatrics	10%	49%	92%
Aerospace Medicine	7%	56%	86%
Psychiatry	5%	61%	83%
General Preventive Medicine	4%	65%	91%
Obstetrics & Gynecology	4%	69%	100%
Pathology	3%	72%	100%
Radiology	3%	75%	88%
Others	27%		

CHAPTER VIII

PHYSICIAN MANAGER RESPONSIBILITIES

Physician managers traditionally have been employed by health care organizations to meet needs that could not be satisfied as well by nonphysician managers. Physicians are especially valuable in bridging the gap between clinicians and administrators and between organizations and their communities. As with any technical professional, the most successful physician managers tend to come from the ranks, or possess the technical background of those they supervise. Consequently, the responsibilities of physician managers are similar from one organization to another. While there is certainly a differing emphasis on individual duties in any type of organization, the overall range is similar.

We found this conclusion to be correct in a survey conducted by the American Academy of Medical Directors in 1982 and in day-to-day contacts with health care organizations. For the purpose of this report, a second Academy study was consulted for responsibilities of physician managers. These data were drawn from a 1985 Academy survey with more than 1,000 respondents, all of whom were members of the Academy and had management duties.

Top Ten Responsibilities of Physician Managers

1. Provides oversight of clinical performance of physicians (77.7%)
2. Establishes performance standards of practicing physicians (73.4%)
3. Establishes peer review mechanisms (70.6%)
4. Represents the medical staff to outsiders (60.1%)
5. Represents the medical staff to administration (59.2%)
6. Represents the medical staff to governing body (48.6%)
7. Prepares operating budgets (45.7%)
8. Represents the governing board to the medical staff (44.8%)
9. Decides on capital expenditures and investments (43.1%)
10. Represents the medical staff to health care workers (41.9%)

Comments

The rather limited nature of these data suggests that, generically, physician managers have three basic types of responsibilities: clinical, liaison, and financial. These types are what might be expected, although the percentages are somewhat lower than we would have anticipated. However, when physician managers are looked at as a group, their scope of responsibilities is in line with current expectations for physician managers.

1. **Clinical Responsibilities**. Above all, physician managers are responsible for the clinical performance of physicians in the organization. They establish performance standards (or adopt levels of acceptability), create systems to monitor the degree to which the standards are met, and evaluate the results of performance.

Physician managers are often the arbitrators of performance when questions are raised by the system, either in early stages of problem identification or later when an appellate process is invoked. While the final decisions are frequently made by committee, the process and its effectiveness fall to the physician leader.

2. **Liaison Responsibilities**. The ability to speak the language of the technical professionals (physicians) as well as the language of the administrative professionals is critical to effective liaison. This bilingual talent is used by physician managers in communicating issues and desires from the medical staff to others. "Others" include the organization's administrators, who are responsible for management of the organization; the public, who uses the resources of the organization, and the governing body, which has final responsibility for the organization's continuation.

Physicians are often cast in this role, which also implicitly includes negotiation, conflict resolution, periodic communication, and the ability to be credible to all parties. These liaison functions are present for virtually all Senior Medical Managers in one form or another. Considering the complexity of the issues in today's health care organizations, it may be the most important role.

3. **Financial Responsibilities**. An unexpected task in the top ten responsibilities was one related to financial matters. Indeed, two of the top ten responsibilities included duties for fiscal management, which was an additional surprise and suggested that physician managers have more financial responsibilities than was earlier thought to be the case. We imagine that physician managers are used primarily as consultants or advisors in the financial management of organizations. This, rather than a day-to-day fiscal administration of revenues and expenditures, would be most important for almost any level of physician manager. However, the fact that 20 percent of the top ten reported duties are financially based is an important consideration in future educational programming for physicians.

There was no attempt to itemize the duties of physician managers in the 1986 compensation survey, primarily because we felt it exceeded the purpose of the survey. Additionally, it is felt that complete listings of specific tasks may be misleading for those using the data to evaluate an existing position. Job responsibilities for any professional manager (including physician managers) must be based upon the individual organization's needs. These needs, combined with the talents of an incumbent manager (or candidate) will dictate the actual expectations and, consequently, the responsibilities of the position.

A0550-1

PHYSICIAN EXECUTIVE COMPENSATION REPORT

A 1987 Survey of Salary and Benefits

David Kirschman and Jennifer Grebenschikoff

American Academy of Medical Directors

American College of Physician Executives

Physician Executive Management Center

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INTRODUCTION

This is the second annual survey of the physician executive membership of the American Academy of Medical Directors. The results confirm the validity of the first year's data and provide a short-range view of trends in the profession. As future studies are conducted, we will be able to define the value of physician managers to their organizations and, on a larger scale, the health care delivery system.

These data are especially important because of the rapid growth of the profession, evidenced by increasing interest in and membership growth of the Academy. Physicians who select the management alternative want to be fairly compensated for their contributions as managers. Similarly, organizations want to reward excellence in physician executive performance through a fair compensation system. Perhaps the most important is the desire of organizations that create new physician executive positions to structure compensation packages in a manner that will attract and retain high-quality physicians in these roles.

As in the first survey year, the 1987 survey concentrated on gathering information about components of physician executives' compensation, such as salary, bonus, and other benefits. Several additional but related data items were requested to help with the categorization. The primary purpose of these surveys to is learn about physician executive compensation, a goal that we believe we have achieved. There is always a temptation in these surveys to gather a lot of information and to attempt a multitude of analyses, thereby learning as much as possible from one survey. We too were tempted to do this, because there is much we would like to learn about the physician manager. We resisted the temptation by recognizing that the volume and quality of responses to a survey are affected by the complexity of the questions, the length of the survey, and the amount of time it takes to complete. We chose to attract more (and more timely) responses by restricting the area of inquiry. The response to the survey was more than 40 percent, or more than 1,200 responses, which we consider to be a good return.

This report concentrates on the physician manager in major health care organizational settings (hospitals, prepaid health care plans, and medical group practices), with an additional category of "other organization" that basically includes private industry and organizations that do not fit into the first three categories. Excluded were government entities and physicians in military service, since their compensation is less a reflection of market conditions and more a mandate of state or federal legislators.

Physician managers have been grouped by those who are overall managers of organizations or chief executive officers (top managers), those who serve as senior physician managers (senior medical managers), and a third category of all other physician managers in organizations (other managers). Currently, the senior medical manager or the medical director position is most commonly held by Academy members. Understandably, more survey responses were received from medical directors and more analysis can be performed with these data. We have therefore led with the data on senior medical managers in each organizational category, followed by top managers and then other managers, to the degree that survey data permit reasonable comparisons.

While some information is included for all physician managers, this report concentrates its reporting and analyses on those physicians who are full time managers. We have defined "full-time" as those respondents who reported management responsibilities that occupy 75 percent or more of their professional time. All other respondents were categorized as "part-time" and are reported in a separate section. While the norm for physician managers is to do at least some clinical work, the compensation figures relate specifically to compensation received for only management duties. While some slippage may have occurred in clinical versus management compensation, we feel the sample size is large enough that the overall figures reported are an accurate representation of physician manager compensation.

The baseline data have been entered into the data system maintained by the American Academy of Medical Directors. The development of this data system and the ability to generate virtually any report variation have made this survey unique among association surveys. It allows the Academy and the Management Center to control the database from year to year and easily access the database for areas of interest that come up from time to time. It also allows the quality of the data to be monitored and controlled internally.

Future studies will track trends in each organizational type and position category. We hope that the survey, which will now be conducted on a biennial basis, continues to be succinct and that the result data are helpful to the profession.

ACKNOWLEDGMENTS

The members of the Academy who were kind enough to complete and return this survey are the principal contributors and have made the results of this study valuable. Many staff members of the Academy and the Management Center were involved with the production of this report, and their assistance was of major value.

The assistance of all of the above is acknowledged with appreciation.

David Kirschman
Jennifer Grebenschikoff
October 31, 1988

ABOUT THE AUTHORS

David Kirschman is President and Jennifer Grebenschikoff is Vice President of the Physician Executive Management Center, Tampa, Florida. The Management Center, an affiliate of the American Academy of Medical Directors, specializes in recruitment of and career development for physician managers.

The authors have provided assistance to a wide range of organizations in the establishment of physician manager positions. Also, they have directed searches for physicians to serve as managers in hospitals, HMOs, group practices, and private industry.

It is from this background that the survey on which this report is based was designed, prepared, and summarized. The aim is to concentrate on specific compensation information, one of the key decisions that influences the direction of an organization in its search for a physician manager.

PHYSICIAN EXECUTIVE COMPENSATION REPORT

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HOW TO USE THIS REPORT

Each of the four organizational types--hospitals, HMOs, group practices and other--are segregated into chapters in this report. Comparisons have been restricted to the aggregate chapter and, to a lessor extent, to the special study sections.

In each profile of a physician manager, by organizational type and level of management, compensation amounts are provided at the 25, 50, and 75 percent levels, as well as in averages. For example, the 50 percent figure is the median or the midpoint of the distribution; half of the reported figures are higher and half are lower than that number. The fifty percent figure differs from the average, which is the sum of all figures in the distribution divided by the number of figures. The closer the median and average, the more accurately the data described the distribution and the more likely the data are to be correct. The 25th percentile can be described as the mid point of the lower one-half of the figures in the distribution. Or, 25 percent of the figures are lower and 75 percent are higher than the figure at the 25 percent level.

Therefore, when the reader looks at a profile for an organization and manager that shows an annual salary of $100,000 at the 50th percentile, he knows that half of the other physician managers in the sample group reported a higher annual salary and one-half a lower one. In the same example, the 75 percent at $125,000 tells us that three quarters of the sample reported a salary lower and one-quarter reported a salary higher than $125,000. As with all statistical analyses, these figures give a range to consider. All figures should be considered guidelines, not absolutes.

Distributions are included for:

- Annual Salary--This is the amount reported as the annual base salary, not including bonuses, incentives, etc. It is the salary received for the management-related duties only.

- Bonus--This is the additional direct compensation received for management-related duties. It should be noted that not all respondents reported having bonuses or incentives. Therefore, these figures are averages and percentiles for those who did receive such additonal compensation.

- Total Compensation--All salary, bonus, and indirect fringe benefits for management were estimated by respondents and are noted for comparisons.

Also included are the percentages of respondents who have contracts and the amount of time devoted to management. This information will be helpful in comparing like positions.

CHAPTER I

ALL DATA SUMMARY

The information included in this chapter relates to all of the data collected in the survey. Reports are in aggregate including full- and part-time combined as well as all full-time managers. This data is of perhaps greatest value in the overall evaluation of the profession as a whole. In future years, as in this report, we expect to see trends in the profession as it moves to stability and greater numbers of physicians participate in management.

Reports included in this chapter:

1. Aggregate data for each management category, in all organization types, whether full- or part-time employed physician managers.

2. Aggregate data for each management category, in all organizational settings, only full-time employees.

3. A national distribution of this category of physician executives is noted in map form.

Comments about the data in this chapter:

1. While salaries and total compensation have increased in all full-time manager categories, bonus amounts have decreased, suggesting a possible trend away from bonus compensation for physician managers.

2. Salary increases have generally been at a predictable level of 2 - 4% (inflationary gains). However, total compensation packages have been increased a much larger 10 -12%. Perhaps adjustments in compensation for physician managers are more likely to be reflected in non take home pay items.

PHYSICIAN MANAGERS

AGGREGATE DATA

SENIOR MEDICAL MANAGERS
FULL AND PART TIME
n = 683

COMPENSATION

	25%	Median	75%	Averages 1986	Averages 1987
Salary	$65,526	$98,000	$120,000	**$89,045**	**$94,602**
Bonus	6,000	10,000	20,000	**17,462**	**15,303**
Total Compensation	78,526	123,000	165,000	**112,288**	**133,293**

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	40%
Have a Written Employment Contract	62%
Average Contract Term	3 Years
Have a Parachute	17%
Average Length of Parachute	9 Months
Percentage of Time Spent in Management	80%
Number of Hours per Week Spent in Management	39 Hours

RESPONDENT PROFILE

Age	52	**Certification**	88%
Sex (Male)	97%	**Years in Position**	4

INTENTIONAL
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PHYSICIAN MANAGERS

AGGREGATE DATA

TOP MANAGERS
FULL AND PART TIME
n = 122

COMPENSATION

	25%	Median	75%	Averages 1986	Averages 1987
Salary	$45,000	$112,000	$150,000	**$110,371**	**$106,168**
Bonus	8,000	17,500	38,000	**27,908**	**25,720**
Total Compensation	67,000	149,500	218,000	**147,814**	**155,453**

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	44%
Have a Written Employment Contract	50%
Average Contract Term	2 Years
Have a Parachute	20%
Average Length of Parachute	13 Months
Percentage of Time Spent in Management	71%
Number of Hours per Week Spent in Management	38 Hours

RESPONDENT PROFILE

Age	51	**Certification**	80%
Sex (Male)	99%	**Years in Position**	6

PHYSICIAN MANAGERS

AGGREGATE DATA

OTHER MANAGERS
FULL AND PART TIME
n = 307

COMPENSATION

	25%	Median	75%	Averages 1986	 1987
Salary	$55,000	$86,000	$114,000	**$85,753**	**$86,412**
Bonus	5,000	10,000	22,000	**20,209**	**16,400**
Total Compensation	70,000	112,000	161,000	**112,560**	**125,097**

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	35%
Have a Written Employment Contract	66%
Average Contract Term	2 Years
Have a Parachute	9%
Average Length of Parachute	6 Months
Percentage of Time Spent in Management	66%
Number of Hours per Week Spent in Management	29 Hours

RESPONDENT PROFILE

Age	46	**Certification**	93%
Sex (Male)	93%	**Years in Position**	4

PHYSICIAN MANAGERS

AGGREGATE DATA

SENIOR MEDICAL MANAGERS
FULL TIME
n = 477

COMPENSATION

	25%	Median	75%	Averages 1986	Averages 1987
Salary	$90,000	$105,000	$125,000	**$105,917**	**$108,661**
Bonus	6,360	11,600	22,000	**18,058**	**15,867**
Total Compensation	106,360	134,600	172,000	**131,219**	**148,778**

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	46%
Have a Written Employment Contract	62%
Average Contract Term	3 Years
Have a Parachute	20%
Average Length of Parachute	8 Months
Percentage of Time Spent in Management	96%
Number of Hours per Week Spent in Management	46 Hours

RESPONDENT PROFILE

Age	53	**Certification**	85%
Sex (Male)	97%	**Years in Position**	4

PHYSICIAN MANAGERS

AGGREGATE DATA

TOP MANAGERS
FULL TIME
n = 74

COMPENSATION

	25%	Median	75%	Averages 1986	Averages 1987
Salary	$110,000	$135,000	$160,000	**$132,591**	**$141,328**
Bonus	10,000	18,000	40,000	**30,156**	**29,371**
Total Compensation	135,000	173,400	230,000	**172,012**	**193,916**

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	53%
Have a Written Employment Contract	50%
Average Contract Term	2 Years
Have a Parachute	28%
Average Length of Parachute	14 Months
Percentage of Time Spent in Management	96%
Number of Hours per Week Spent in Management	51 Hours

RESPONDENT PROFILE

Age	52	**Certification**	77%
Sex (Male)	100%	**Years in Position**	6

PHYSICIAN MANAGERS

AGGREGATE DATA

OTHER MANAGERS
FULL TIME
n = 159

COMPENSATION

	25%	Median	75%	Averages 1986	1987
Salary	$82,000	$97,000	$120,000	**$102,769**	**$104,430**
Bonus	5,000	10,000	18,000	**18,743**	**17,194**
Total Compensation	97,000	127,000	163,000	**131,802**	**144,439**

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	32%
Have a Written Employment Contract	69%
Average Contract Term	2 Years
Have a Parachute	13%
Average Length of Parachute	6 Months
Percentage of Time Spent in Management	95%
Number of Hours per Week Spent in Management	38 Hours

RESPONDENT PROFILE

Age	46	**Certification**	91%
Sex (Male)	94%	**Years in Position**	4

CHAPTER II

PHYSICIAN MANAGERS IN HOSPITALS

Respondents to the survey who indicated their primary management role was in a hospital environment are included in this chapter. The number of respondents in this category are larger than other categories, as occurred in the 1986 survey, and a larger group contribututes to the validity of study information.

Reports included in this chapter:

1. Full-time Managers--managers who reported a 75% or more management time commitment in a hospital.

2. Comparisons--evaluations of full-time managers by age, contract status and certification. New this year are evaluations by time in position and whether the physician is covered by a parachute agreement.

3. Regional and hospital size comparisons for some manager categories.

Comments about the data in this chapter:

1. Increases in salaries over the previous year's survey are in the range of 2 - 3% although the top manager increase of 15% is considered aberrant and the effect of an unusually high response.

2. All managers reported that virtually all (95 - 98%) of their professional time was spent in management, more than in previous years.

3. Top managers are less likely to have a written employment contract, but more likely to participate in a bonus or incentive plan of some sort. However, they tend to have longer contracts and work more hours per week.

4. Factors that appear to be associated with higher total levels of compensation for Senior Medical Managers in Hospitals are:
   A. Under 65 years of age
   B. Written contract
   C. Parachute
   D. Board Certified
   E. Living in the Pacific Region
   F. Hospitals over 1000 beds

5. Factors that appear to be associated with higher total levels of compensation for Top Managers in Hospitals are:

A. 40 - 65 years of age
B. Board Certified
C. Over 5 years in the position
D. Hospitals of 500 to 1000 beds

6. Factors that appear to be associated with higher levels of compensation for Other Managers in Hospitals are:

A. Board Certification
B. Contract
C. No Parachute

PHYSICIAN MANAGERS IN HOSPITALS

SENIOR MEDICAL MANAGERS
FULL TIME
n = 285

COMPENSATION

	25%	Median	75%	Averages 1986	Averages 1987
Salary	$90,000	$107,000	$128,000	**$106,871**	**$108,897**
Bonus	5,500	10,000	16,500	**14,260**	**13,365**
Total Compensation	102,500	132,000	169,500	**127,702**	**140,872**

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	32%
Have a Written Employment Contract	67%
Average Contract Term	3 Years
Have a Parachute	21%
Average Length of Parachute	9 Months
Percentage of Time Spent in Management	97%
Number of Hours per Week Spent in Management	46 Hours

RESPONDENT PROFILE

Age	55	**Certification**	86%
Sex (Male)	97%	**Years in Position**	5

SENIOR MEDICAL MANAGERS IN HOSPITALS

GENERAL COMPARISONS (n=285)

AGE

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Under 40 years	35	67%	2	99%	78%	22%	67%	22%	$82,111	$144,111
40 to 65 years	54	88%	5	96%	36%	36%	68%	22%	$111,137	$143,363
Over 65 years	69	84%	5	96%	22%	12%	44%	13%	$98,738	$122,366

CERTIFICATION

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Certified	55	100%	5	97%	33%	33%	67%	21%	$109,618	$142,407
Not Certified	57	0%	6	96%	45%	29%	66%	24%	$104,243	$129,904

SENIOR MEDICAL MANAGERS IN HOSPITALS

GENERAL COMPARISONS (n=285)

YEARS IN POSITION

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Under 2 years	52	88%	1	97%	34%	36%	71%	21%	$107,697	$150,752
2 to 5 years	55	87%	5	96%	35%	33%	67%	21%	$108,897	$140,872
Over 5 years	56	84%	11	96%	35%	33%	66%	22%	$117,767	$152,115

EMPLOYMENT CONTRACT

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Contract	54	87%	5	97%	39%	35%	100%	28%	$113,192	$144,348
No Contract	57	86%	5	96%	26%	28%	0%	6%	$100,121	$134,359

SENIOR MEDICAL MANAGERS IN HOSPITALS

GENERAL COMPARISONS (n=285)

PARACHUTE

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Parachute	53	86%	5	97%	37%	37%	91%	100%	$120,921	$151,469
No Parachute	56	87%	5	96%	34%	31%	60%	0%	$105,383	$138,041

SENIOR MEDICAL MANAGERS IN HOSPITALS

REGIONAL COMPARISONS (n=285)

	ANNUAL SALARY				TOTAL COMPENSATION			
Region	**25%**	$\bar{X}$	**50%**	**75%**	**25%**	$\bar{X}$	**50%**	**75%**
Southwest	82,000	100,407	105,000	116,000	92,000	123,485	124,000	146,000
Pacific	101,000	124,122	125,000	150,000	123,500	159,572	155,000	200,500
Midwest	98,000	115,600	112,800	128,000	115,000	147,447	137,600	176,000
Mideast	85,000	106,963	105,000	130,000	98,000	142,268	131,000	170,000
Northeast	90,000	129,231	110,000	128,000	102,200	141,757	140,000	175,500
South Atlantic	90,000	104,076	100,000	116,000	100,000	129,407	121,750	159,000

BED SIZE COMPARISONS

	ANNUAL SALARY				TOTAL COMPENSATION			
Bed Size	**25%**	$\bar{X}$	**50%**	**75%**	**25%**	$\bar{X}$	**50%**	**75%**
<100	70,000	102,273	105,000	140,000	82,000	123,939	134,000	180,000
100 - 349	78,000	94,558	93,776	112,000	89,360	128,775	113,776	148,000
350 - 499	92,500	110,784	116,000	130,000	106,500	139,742	140,500	173,000
500 - 1000	100,000	123,630	120,000	140,000	115,200	155,009	150,000	187,000
>1000	110,000	128,250	140,000	160,000	130,000	128,250	176,000	198,000

PHYSICIAN MANAGERS IN HOSPITALS

TOP MANAGERS
FULL TIME
n = 18

COMPENSATION

	25%	Median	75%	Averages 1986	Averages 1987
Salary	$112,000	$132,000	$180,000	**$124,126**	**$145,250**
Bonus	6,000	20,000	75,000	**16,417**	**38,344**
Total Compensation	133,000	177,000	282,000	155,167	**209,644**

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	44%
Have a Written Employment Contract	33%
Average Contract Term	2 Years
Have a Parachute	28%
Average Length of Parachute	21 Months
Percentage of Time Spent in Management	98%
Number of Hours per Week Spent in Management	56 Hours

RESPONDENT PROFILE

Age	51	**Certification**	89%
Sex (Male)	100%	**Years in Position**	5

TOP MANAGERS IN HOSPITALS

GENERAL COMPARISONS (n=18)

AGE

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Under 40 years	38	100%	1	100%	0%	50%	0%	50%	$115,000	$146,000
40 to 65 years	53	88%	6	98%	44%	44%	38%	25%	$149,031	$217,169
Over 65 years	0	0%	0	0%	0%	0%	0%	0%	$0	$0

CERTIFICATION

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Certified	51	100%	5	98%	38%	50%	31%	25%	$148,719	$219,297
Not Certified	52	0%	6	100%	50%	0%	50%	50%	$117,500	$134,000

TOP MANAGERS IN HOSPITALS

GENERAL COMPARISONS (n=18)

YEARS IN POSITION

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Under 2 years	45	83%	1	100%	33%	50%	33%	17%	$113,167	$180,175
2 to 5 years	51	89%	5	98%	39%	44%	33%	28%	$145,250	$209,644
Over 5 years	56	86%	10	95%	57%	43%	29%	29%	$200,286	$257,952

EMPLOYMENT CONTRACT

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Contract	52	83%	4	94%	84%	33%	100%	33%	$135,667	$215,500
No Contract	51	92%	6	100%	16%	50%	0%	25%	$150,042	$205,875

TOP MANAGERS IN HOSPITALS

GENERAL COMPARISONS (n=18)

PARACHUTE	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Parachute	47	88%	6	96%	77%	35%	94%	100%	$103,176	$162,714
No Parachute	51	92%	12	98%	60%	20%	68%	0%	$110,845	$157,878

BED SIZE COMPARISONS

	ANNUAL SALARY				**TOTAL COMPENSATION**			
Bed Size	**25%**	**$\bar{X}$**	**50%**	**75%**	**25%**	**$\bar{X}$**	**50%**	**75%**
< 100				NOT SUFFICIENT DATA				
100 - 349	125,000	134,900	132,000	180,000	136,600	156,700	159,000	205,000
350 - 499	100,000	119,000	112,000	145,000	131,000	150,000	148,000	181,000
500 - 1000	90,000	153,333	120,000	250,000	106,500	230,633	190,400	395,000
>1000				NOT SUFFICIENT DATA				

PHYSICIAN MANAGERS IN HOSPITALS

OTHER MANAGERS
FULL TIME
n = 104

COMPENSATION

	25%	Median	75%	Averages 1986	Averages 1987
Salary	$84,000	$108,000	$130,000	**$107,569**	**$109,591**
Bonus	5,000	15,000	29,000	**23,190**	**21,692**
Total Compensation	99,000	143,000	189,000	**133,327**	**159,257**

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	22%
Have a Written Employment Contract	72%
Average Contract Term	2 Years
Have a Parachute	16%
Average Length of Parachute	6 Months
Percentage of Time Spent in Management	95%
Number of Hours per Week Spent in Management	36 Hours

RESPONDENT PROFILE

Age	46	**Certification**	95%
Sex (Male)	93%	**Years in Position**	5

OTHER MANAGERS IN HOSPITALS

GENERAL COMPARISONS (n=104)

AGE

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Under 40 years	36	96%	3	95%	21%	21%	82%	14%	$102,746	$165,034
40 to 65 years	50	95%	6	95%	56%	77%	68%	16%	$112,008	$158,308
Over 65 years	0	0%	0	0%	0%	0%	0%	0%	$0	$0

CERTIFICATION

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Certified	51	100%	5	98%	38%	50%	31%	25%	$148,719	$219,297
Not Certified	52	0%	6	100%	50%	0%	50%	50%	$117,500	$134,000

OTHER MANAGERS IN HOSPITALS

GENERAL COMPARISONS (n=104)

YEARS IN POSITION

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Under 2 years	46	100%	1	98%	53%	26%	74%	5%	$113,000	$151,100
2 to 5 years	46	95%	5	95%	63%	22%	72%	16%	$109,591	$159,257
Over 5 years	49	94%	11	93%	64%	19%	69%	14%	$105,500	$167,167

EMPLOYMENT CONTRACT

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Contract	46	93%	5	96%	63%	23%	100%	21%	$113,334	$170,677
No Contract	48	100%	5	95%	62%	21%	0%	3%	$99,912	$120,787

OTHER MANAGERS IN HOSPITALS

GENERAL COMPARISONS (n=104)

PARACHUTE

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Parachute	51	80%	6	98%	40%	40%	40%	100%	$117,500	$184,000
No Parachute	53	92%	5	98%	39%	46%	31%	0%	$155,923	$219,718

PHYSICIAN MANAGERS IN HOSPITALS

ALL RESPONDENTS
FULL TIME
n = 408

COMPENSATION

	25%	Median	75%	Averages 1986	Averages 1987
Salary	$88,000	$109,000	$130,000	**$107,976**	**$110,674**
Bonus	5,600	10,000	20,000	**16,091**	**16,755**
Total Compensation	103,600	137,000	175,000	**130,503**	**148,238**

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	30%
Have a Written Employment Contract	67%
Average Contract Term	2 Years
Have a Parachute	20%
Average Length of Parachute	9 Months
Percentage of Time Spent in Management	96%
Number of Hours per Week Spent in Management	44 Hours

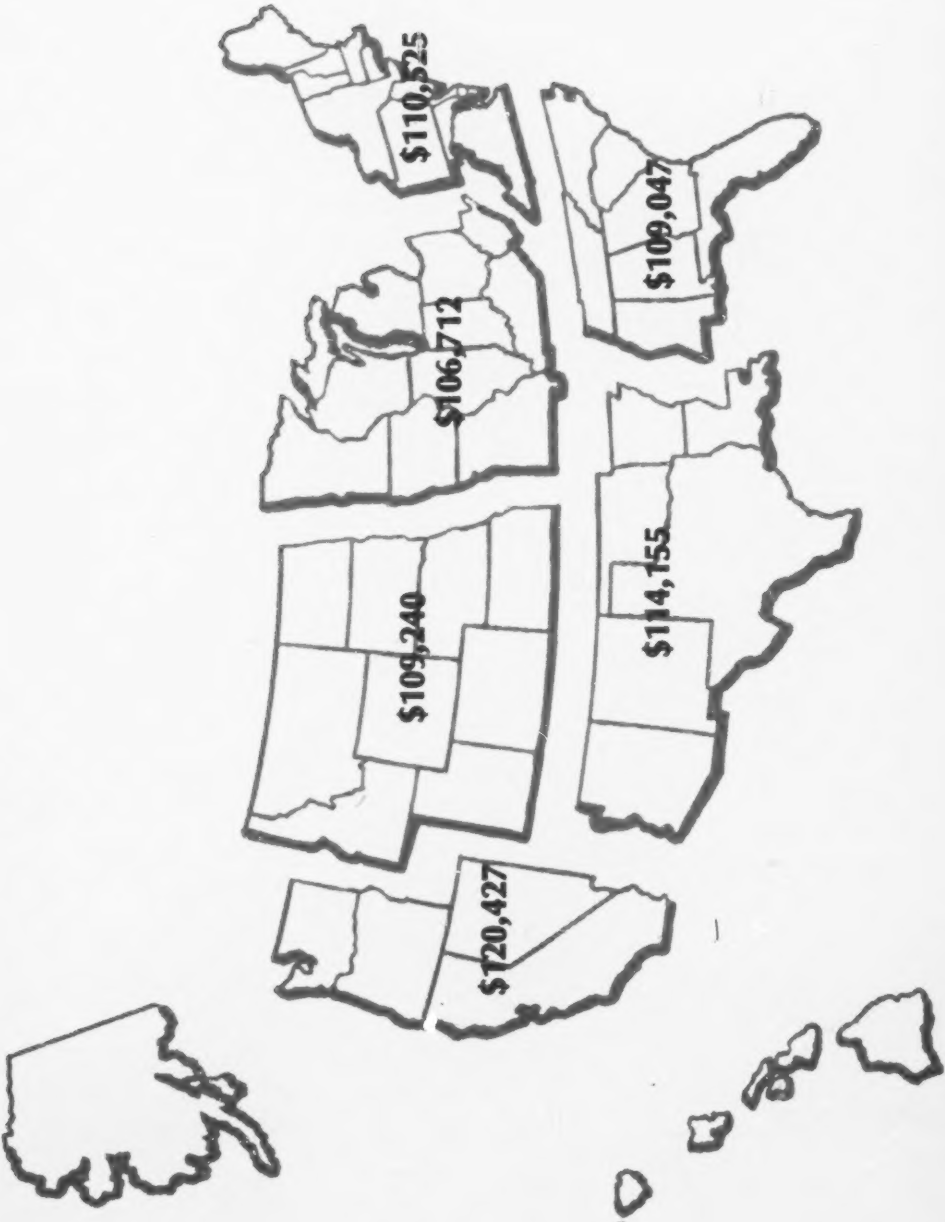
RESPONDENT PROFILE

Age	53	**Certification**	89%
Sex (Male)	96%	**Years in Position**	5

ALL RESPONDENTS IN HOSPITALS

GEOGRAPHIC COMPARISONS (n=397)

AVERAGE SALARIES


$110,525
$109,047
$106,712
$114,155
$109,240
$120,427

CHAPTER III

PHYSICIAN MANAGERS IN GROUP PRACTICES

This chapter includes physician managers in groups that primarily provide clinical services on a fee-for-service or capitation basis. As in the previous year's survey, this group represents a small part of our sample, perhaps because a large number of groups are managed by committees or through a non physician manager. Certainly, the size of the group influences the need and acceptance of a physician manager.

Reports included in this chapter:

1. Full-time managers - all managers who reported a 75% or more management time commitment in a group practice.

2. Comparisons - evaluations of full-time managers by age, certification status, contract and parachute status, and number of years in the position.

Comments about the data in this chapter:

1. Bonuses, as a component of total compensation increased for all manager categories, a marked difference from other organizations. Also, total compensation increased as well for each position type.

2. One factor that appeared to be associated with higher total levels of compensation for Senior Medical Managers was age.Those physicians between 40 and 65 years of age received higher compensation.

3. Factors that appear to be associated with higher total levels of compensation for Top Managers in Group Practices are:
    A. Under 65 years of age
    B. Board Certified
    C. Written Contract

4. Factors that appear to be associated with higher total levels of compensation for Other Managers in Group Practices are:
    A. 40 - 65 years of age
    B. No Written Contract

PHYSICIAN MANAGERS IN GROUP PRACTICES

SENIOR MEDICAL MANAGERS
FULL TIME
n = 28

COMPENSATION

				Averages	
	25%	Median	75%	1986	1987
Salary	$75,000	$110,000	$146,000	**$105,167**	**$105,189**
Bonus	7,500	10,000	20,000	**10,750**	**13,188**
Total Compensation	97,500	140,000	191,000	**124,045**	**136,367**

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	50%
Have a Written Employment Contract	61%
Average Contract Term	1 Years
Have a Parachute	25%
Average Length of Parachute	7 Months
Percentage of Time Spent in Management	93%
Number of Hours per Week Spent in Management	44 Hours

RESPONDENT PROFILE

Age	49	**Certification**	93%
Sex (Male)	100%	**Years in Position**	3

SENIOR MEDICAL MANAGERS IN GROUP PRACTICES

GENERAL COMPARISONS (n=28)

AGE

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Under 40 years	35	100%	2	94%	60%	60%	80%	40%	$79,930	$95,930
40 to 65 years	51	95%	3	92%	45%	55%	55%	25%	$112,400	$146,983
Over 65 years	67	100%	5	98%	50%	0%	100%	0%	$115,316	$115,316

CERTIFICATION

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Certified	49	100%	3	93%	50%	50%	62%	27%	$103,972	$135,160
Not Certified	58	0%	3	100%	0%	50%	50%	0%	$121,000	$121,000

SENIOR MEDICAL MANAGERS IN GROUP PRACTICES

GENERAL COMPARISONS (n=28)

		AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
YEARS IN POSITION	Under 2 years	47	100%	1	91%	44%	67%	67%	33%	$92,444	$126,944
	2 to 5 years	49	93%	3	93%	40%	50%	61%	25%	$105,189	$136,376
	Over 5 years	62	100%	8	90%	67%	0%	67%	33%	$107,544	$107,544
EMPLOYMENT CONTRACT	Contract	49	94%	3	93%	41%	47%	100%	35%	$108,928	$140,828
	No Contract	49	91%	3	93%	55%	55%	0%	9%	$99,409	$129,409
PARACHUTE	Parachute	45	100%	3	96%	29%	57%	86%	100%	$112,429	$139,929
	No Parachute	50	90%	3	92%	52%	48%	52%	0%	$102,775	$135,192

PHYSICIAN MANAGERS IN GROUP PRACTICES

TOP MANAGERS
FULL TIME
n = 20

COMPENSATION

	25%	Median	75%	Averages 1986	Averages 1987
Salary	$120,000	$150,000	$195,000	**$140,754**	**$155,950**
Bonus	12,000	18,000	40,000	**29,500**	**32,556**
Total Compensation	148,000	193,000	275,000	**179,357**	**213,560**

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	55%
Have a Written Employment Contract	60%
Average Contract Term	2 Years
Have a Parachute	35%
Average Length of Parachute	15 Months
Percentage of Time Spent in Management	92%
Number of Hours per Week Spent in Management	45 Hours

RESPONDENT PROFILE

Age	51	**Certification**	75%
Sex (Male)	100%	**Years in Position**	8

TOP MANAGERS IN GROUP PRACTICES

GENERAL COMPARISONS (n=20)

AGE

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Under 40 years	38	100%	4	100%	0%	100%	100%	100%	$150,000	$215,000
40 to 65 years	49	76%	8	91%	53%	53%	59%	35%	$159,471	$216,096
Over 65 years	68	50%	14	95%	0%	50%	50%	0%	$129,000	$129,000

CERTIFICATION

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Certified	48	100%	7	91%	47%	60%	67%	40%	$168,600	$230,850
Not Certified	59	0%	11	94%	40%	40%	40%	20%	$118,000	$138,000

TOP MANAGERS IN GROUP PRACTICES

GENERAL COMPARISONS (n=20)

YEARS IN POSITION

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Under 2 years	51	100%	1	88%	50%	50%	50%	50%	$168,750	$233,750
2 to 5 years	51	75%	8	92%	45%	55%	60%	35%	$155.950	$213,506
Over 5 years	55	64%	13	92%	45%	55%	55%	9%	$163,455	$223,055

EMPLOYMENT CONTRACT

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Contract	49	83%	8	92%	42%	58%	100%	50%	$161,250	$222,650
No Contract	53	63%	8	91%	50%	50%	0%	13%	$148,000	$200,750

TOP MANAGERS IN GROUP PRACTICES

GENERAL COMPARISONS (n=20)

PARACHUTE

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Parachute	45	86%	4	89%	57%	71%	86%	100%	$148,571	$204,238
No Parachute	53	69%	11	93%	38%	46%	46%	0%	$159,923	$218,423

PHYSICIAN MANAGERS IN GROUP PRACTICES

OTHER MANAGERS
FULL TIME
n = 8

COMPENSATION

	25%	Median	75%	Averages 1986	Averages 1987
Salary	$85,000	$100,000	$150,000	$122,542	$112,750
Bonus	25,000	30,000	7,000	28,333	32,500
Total Compensation	130,000	160,000	270,000	161,817	179,000

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	50%
Have a Written Employment Contract	50%
Average Contract Term	1 Year
Have a Parachute	13%
Average Length of Parachute	24 Months
Percentage of Time Spent in Management	91%
Number of Hours per Week Spent in Management	35 Hours

RESPONDENT PROFILE

Age	49	**Certification**	75%
Sex (Male)	66%	**Years in Position**	6

OTHER MANAGERS IN GROUP PRACTICES

GENERAL COMPARISONS (n=8)

AGE

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Under 40 years	39	100%	2	75%	100%	0%	100%	0%	$75,000	$75,000
40 to 65 years	50	71%	7	94%	71%	57%	43%	14%	$118,143	$184,393
Over 65 years	0	0%	0	0%	0%	0%	0%	0%	$0	$0

CERTIFICATION

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Certified	47	100%	6	93%	5%	67%	50%	0%	$119,500	$185,750
Not Certified	53	0%	8	88%	50%	0%	50%	50%	$92,500	$92,500

OTHER MANAGERS IN GROUP PRACTICES

GENERAL COMPARISONS (n=8)

YEARS IN POSITION

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Under 2 years	0	0%	0	0%	0%	0%	0%	0%	$0	$0
2 to 5 years	49	75%	6	91%	75%	50%	50%	13%	$112,750	$179,000
Over 5 years	52	60%	9	95%	60%	40%	60%	20%	$93,000	$165,500

EMPLOYMENT CONTRACT

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Contract	46	75%	6	88%	75%	50%	100%	0%	$93,750	$166,250
No Contract	52	75%	6	95%	75%	50%	0%	25%	$131,750	$191,750

PARACHUTE

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Parachute	57	0%	10	100%	0%	0%	0%	100%	$65,000	$65,000
No Parachute	47	86%	6	90%	6%	57%	57%	0%	$119,571	$185,821

PHYSICIAN MANAGERS IN GROUP PRACTICES

ALL RESPONDENTS
FULL TIME
n = 56

COMPENSATION

	25%	Median	75%	Averages 1986	Averages 1987
Salary	$85,000	$120,000	$150,000	$122,574	$124,398
Bonus	10,000	18,000	30,000	26,083	25,167
Total Compensation	111,000	162,000	210,000	153,405	173,565

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	52%
Have a Written Employment Contract	59%
Average Contract Term	2 Years
Have a Parachute	27%
Average Length of Parachute	12 Months
Percentage of Time Spent in Management	92%
Number of Hours per Week Spent in Management	43 Hours

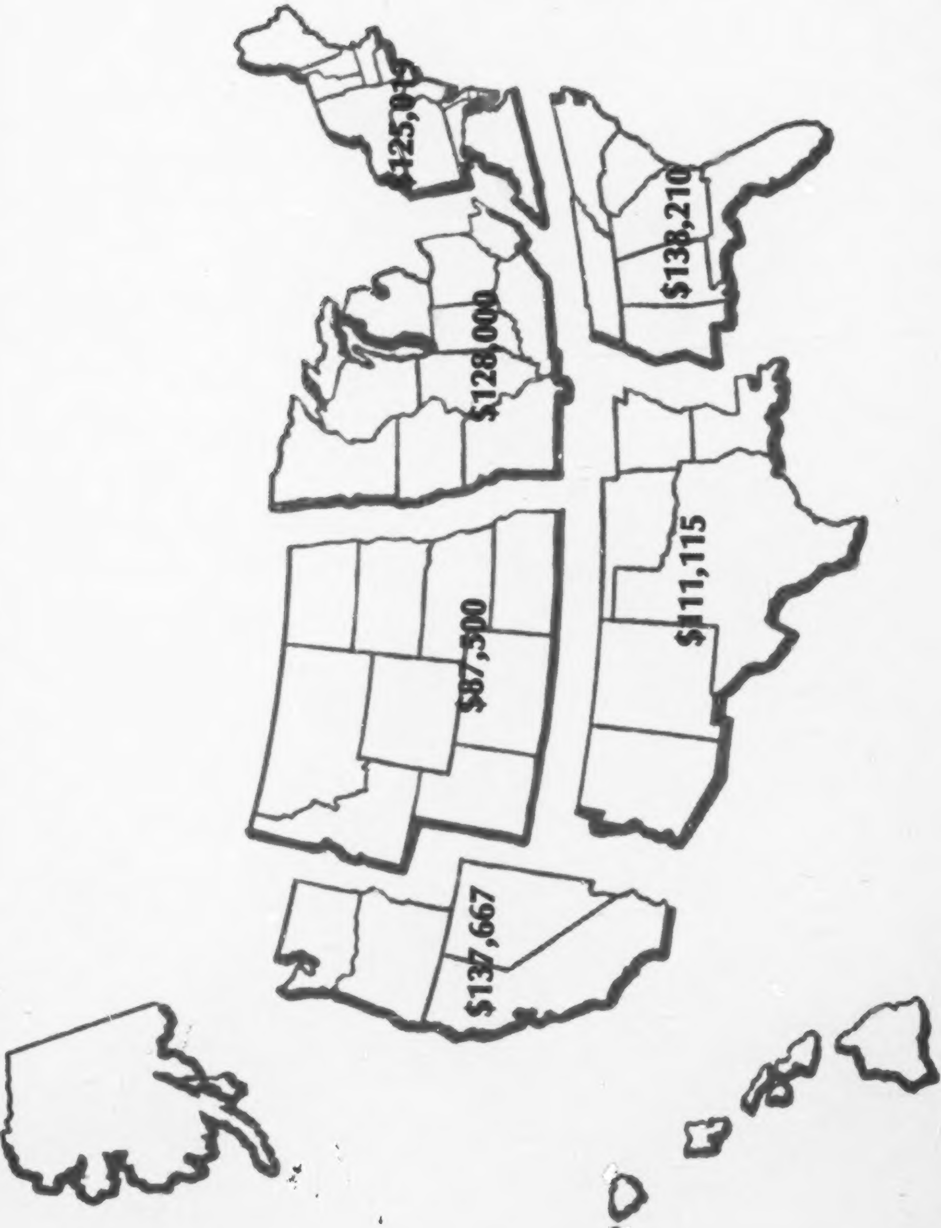
RESPONDENT PROFILE

Age	49	**Certification**	84%
Sex (Male)	96%	**Years in Position**	5

ALL RESPONDENTS IN GROUP PRACTICES

GEOGRAPHIC COMPARISONS (n=53)

AVERAGE SALARIES


$125,015
$138,210
$128,000
$111,115
$87,500
$137,667

CHAPTER IV

MANAGERS IN PREPAID HEALTH CARE PLANS

This chapter includes organizations that are primarily engaged in the provision of prepaid health care services. The configuration of these plans (staff/group/network) is of small importance in the evaluation of data.

Reports included in this chapter:

1. Full-time Managers - managers who reported 75% or more management time commitment in a prepaid health care plan.

2. Comparisons - evaluations of full-time managers by age, certification and contract status. New comparisons this year include written parachutes and years in position.

3. Regional comparisons

4. Enrollee size comparisons

Comments about the data in this chapter:

1. Average salaries, bonuses and total compensation for all position categories showed no significant gains over 1986 data. Indeed, some reductions in income were noted.

2. All position categories are similar in that they work an average of 45 - 49 hours per week and devote 95 - 99% of time to management duties. This suggests that these managers tend to be functioning primarily as managers and not as clinician managers, as would be expected in a prepaid plan.

3. Factors that appear to be associated with higher levels of income for Senior Medical Managers in HMOs are:
   A. Under 40 years of age
   B. Board Certified
   C. Over 5 years of experience
   D. Living in the Northeast Region
   E. HMOs of over 1000 enrollees

4. Top Manager and Other Manager respondents were too few in number to make generalizations except those that may be gained from review of the chapter's charts.

PHYSICIAN MANAGERS IN HMOs

SENIOR MEDICAL MANAGERS
FULL TIME
n = 88

COMPENSATION

	25%	Median	75%	Averages 1986	Averages 1987
Salary	$90,000	$100,000	$117,000	**$102,341**	**$102,836**
Bonus	7,500	12,000	21,250	**19,450**	**16,445**
Total Compensation	109,500	132,000	163,250	**137,159**	**137,474**

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	72%
Have a Written Employment Contract	52%
Average Contract Term	3 Years
Have a Parachute	18%
Average Length of Parachute	6 Months
Percentage of Time Spent in Management	98%
Number of Hours per Week Spent in Management	46 Hours

RESPONDENT PROFILE

Age	50	**Certification**	83%
Sex (Male)	95%	**Years in Position**	3

SENIOR MEDICAL MANAGERS IN HMOs

GENERAL COMPARISONS (n=88)

AGE

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Under 40 years	36	78%	2	99%	11%	78%	78%	33%	$115,933	$154,445
40 to 65 years	51	83%	3	97%	22%	70%	51%	17%	$101,223	$135,901
Over 65 years	69	100%	4	100%	0%	100%	0%	0%	$106,000	$113,000

CERTIFICATION

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Certified	50	100%	3	97%	22%	73%	51%	18%	$104,268	$141,159
Not Certified	49	0%	4	98%	13%	67%	60%	20%	$95,867	$119,831

SENIOR MEDICAL MANAGERS IN HMOs

GENERAL COMPARISONS (n=88)

YEARS IN POSITION

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Under 2 years	47	87%	1	97%	16%	77%	61%	19%	$99,790	$131,633
2 to 5 years	50	83%	3	98%	20%	72%	52%	18%	$102,836	$137,474
Over 5 years	54	82%	9	97%	30%	71%	47%	12%	$113,306	$155,473

EMPLOYMENT CONTRACT

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Contract	50	80%	3	97%	26%	65%	100%	30%	$98,858	$133,492
No Contract	50	86%	4	98%	14%	79%	0%	5%	$107,194	$141,833

SENIOR MEDICAL MANAGERS IN HMOs

GENERAL COMPARISONS (n=88)

PARACHUTE

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Parachute	50	81%	3	99%	19%	87%	88%	100%	$119,525	$158,260
No Parachute	50	83%	3	97%	21%	68%	44%	0%	$99,128	$132,020

SENIOR MEDICAL MANAGERS IN HMOs

REGIONAL COMPARISONS (n=88)

	ANNUAL SALARY				TOTAL COMPENSATION			
Region	**25%**	**$\bar{X}$**	**50%**	**75%**	**25%**	**$\bar{X}$**	**50%**	**75%**
Pacific	108,000	111,625	110,000	120,000	111,000	138,958	131,000	165,000
Southwest	90,000	111,473	100,000	111,600	112,500	158,723	137,000	162,850
Midwest	88,000	85,050	94,500	100,000	102,000	110,150	122,500	135,000
Mideast	77,000	91,505	100,000	117,000	92,000	115,561	122,000	152,000
Northeast	95,000	112,081	107,000	135,000	122,000	158,491	152,000	202,243
South Atlantic	100,000	108,792	112,000	120,000	118,000	140,208	152,000	170,000

SIZE COMPARISONS

	ANNUAL SALARY				TOTAL COMPENSATION			
Enrollees	**25%**	**$\bar{X}$**	**50%**	**75%**	**25%**	**$\bar{X}$**	**50%**	**75%**
< 25,000	90,000	98,218	98,500	110,000	108,000	127,607	125,500	150,000
25,000 to 49,999	95,000	104,063	105,000	115,000	112,000	130,040	130,000	163,185
50,000 to 99,999	90,000	107,059	104,000	120,000	113,000	145,767	139,000	168,750
> 100,000	100,000	120,581	115,000	138,000	117,000	161,268	150,000	218,000

PHYSICIAN MANAGERS IN HMOs

TOP MANAGERS
FULL TIME
n = 14

COMPENSATION

	25%	Median	75%	Averages 1986	Averages 1987
Salary	$110,000	$139,000	$160,000	**$128,400**	**$126,662**
Bonus	15,000	17,500	38,000	**32,500**	**21,238**
Total Compensation	135,000	176,500	228,000	**176,909**	**168,399**

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	86%
Have a Written Employment Contract	64%
Average Contract Term	2 Years
Have a Parachute	36%
Average Length of Parachute	11 Months
Percentage of Time Spent in Management	99%
Number of Hours per Week Spent in Management	49 Hours

RESPONDENT PROFILE

Age	54	**Certification**	79%
Sex (Male)	100%	**Years in Position**	4

TOP MANAGERS IN HMOs

GENERAL COMPARISONS (n=14)

AGE

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Under 40 years	35	0%	1	100%	0%	100%	100%	100%	$150,000	$205,000
40 to 65 years	53	90%	4	100%	10%	100%	40%	30%	$130,760	$171,024
Over 65 years	68	50%	5	95%	0%	0%	100%	50%	$145,833	$145,833

CERTIFICATION

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Certified	54	100%	4	99%	9%	91%	55%	27%	$115,751	$155,423
Not Certified	54	0%	3	100%	0%	67%	0%	67%	$166,667	$216,667

TOP MANAGERS IN HMOs

GENERAL COMPARISONS (n=14)

YEARS IN POSITION

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Under 2 years	48	80%	1	100%	0%	100%	80%	40%	$122,500	$157,469
2 to 5 years	54	79%	4	99%	7%	86%	64%	36%	$126,662	$168,399

EMPLOYMENT CONTRACT

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Contract	56	67%	4	99%	0%	78%	100%	56%	$140,907	$180,553
No Contract	50	100%	3	100%	20%	100%	0%	0%	$101,020	$145,895

TOP MANAGERS IN HMOs

GENERAL COMPARISONS (n=14)

PARACHUTE

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Parachute	52	60%	3	98%	0%	80%	100%	100%	$145,333	$188,083
No Parachute	55	89%	4	100%	11%	89%	44%	0%	$116,289	$157,351

PHYSICIAN MANAGERS IN HMOs

OTHER MANAGERS
FULL TIME
n = 19

COMPENSATION

	25%	Median	75%	Averages 1986	Averages 1987
Salary	$75,000	$85,000	$95,000	**$89,936**	**$84,921**
Bonus	4,000	10,000	18,000	**15,007**	**13,731**
Total Compensation	91,000	112,000	138,000	**126,250**	**18,498**

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	74%
Have a Written Employment Contract	63%
Average Contract Term	1 Years
Have a Parachute	5%
Average Length of Parachute	6 Months
Percentage of Time Spent in Management	96%
Number of Hours per Week Spent in Management	45 Hours

RESPONDENT PROFILE

Age	46	**Certification**	89%
Sex (Male)	100%	**Years in Position**	2

OTHER MANAGERS IN HMOs

GENERAL COMPARISONS (n=19)

AGE

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Under 40 years	36	80%	1	96%	20%	60%	80%	0%	$79,100	$105,433
40 to 65 years	49	92%	3	98%	38%	77%	62%	8%	$87,154	$125,321

CERTIFICATION

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Certified	47	100%	3	96%	41%	76%	59%	6%	$85,735	$119,312
Not Certified	40	0%	1	100%	0%	50%	100%	0%	$78,000	$78,000

OTHER MANAGERS IN HMOs

GENERAL COMPARISONS (n=19)

YEARS IN POSITION

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Under 2 years	40	75%	1	95%	38%	62%	88%	13%	$81,000	$107,375
2 to 5 years	46	89%	2	96%	37%	74%	63%	5%	$84,921	$118,498
Over 5 years	43	100%	10	90%	100%	100%	50%	0%	$65,000	$99,500

EMPLOYMENT CONTRACT

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Contract	46	83%	2	97%	25%	67%	100%	8%	$85,583	$119,083
No Contract	47	100%	3	96%	57%	86%	0%	0%	$83,786	$117,486

PHYSICIAN MANAGERS IN HMOs

ALL RESPONDENTS
FULL TIME
n = 121

COMPENSATION

	25%	Median	75%	Averages 1986	Averages 1987
Salary	$86,400	$100,000	$118,450	**$102,250**	**$102,780**
Bonus	7,500	15,000	22,000	**19,227**	**16,643**
Total Compensation	105,900	135,000	165,450	**139,192**	**138,334**

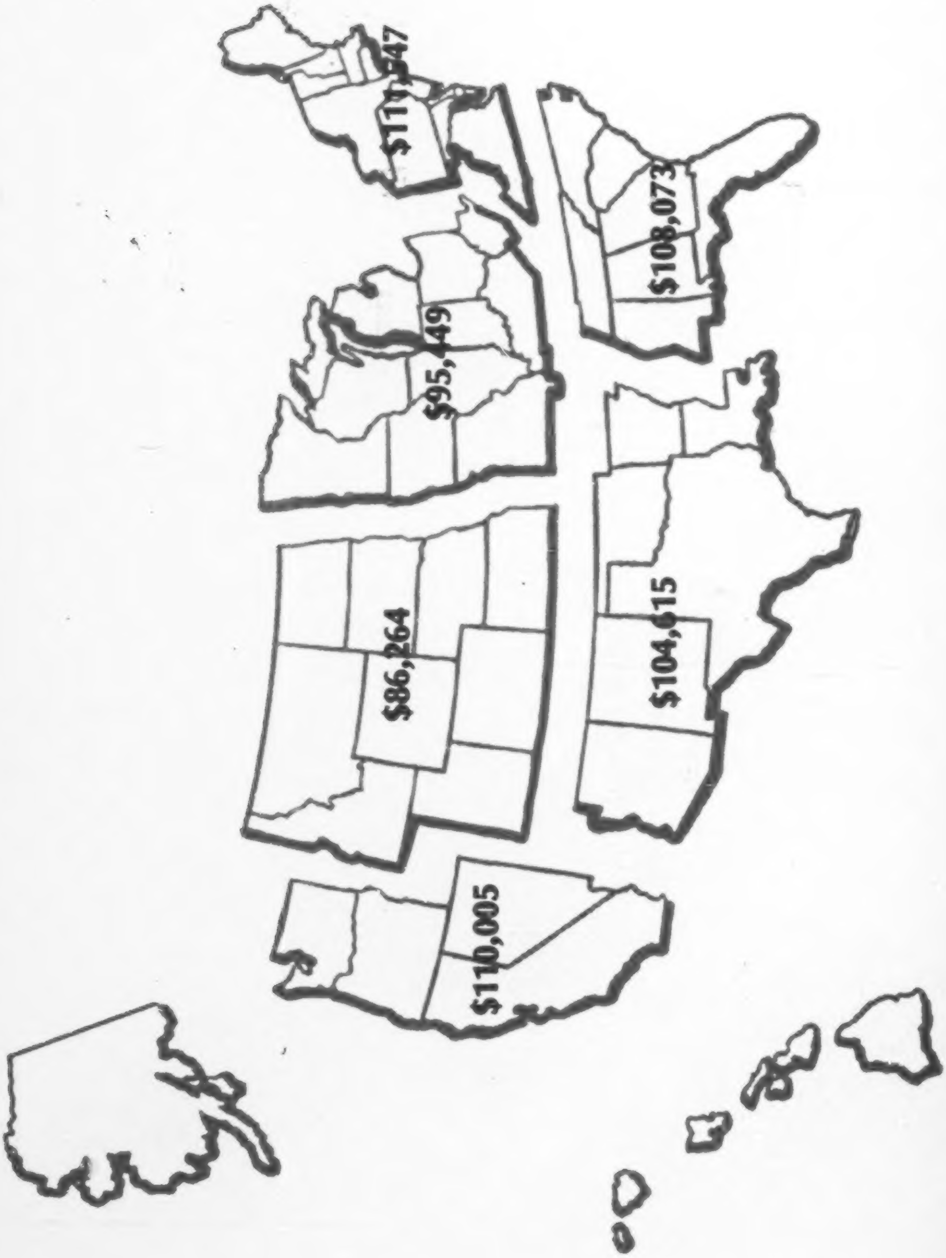
CHARACTERISTICS

Participated in a Bonus or Incentive Plan	74%
Have a Written Employment Contract	55%
Average Contract Term	2 Years
Have a Parachute	18%
Average Length of Parachute	7 Months
Percentage of Time Spent in Management	98%
Number of Hours per Week Spent in Management	46 Hours

RESPONDENT PROFILE

Age	50	**Certification**	83%
Sex (Male)	97%	**Years in Position**	3

ALL RESPONDENTS
IN HMOs
GEOGRAPHIC COMPARISONS (n=117)
AVERAGE SALARIES


$110,005
$86,264
$104,615
$95,449
$108,073
$111,547

CHAPTER V

PHYSICIAN MANAGERS IN OTHER ORGANIZATIONS

This chapter includes data from respondents to the survey who did not logically fit within the first three categories (hospital/group/HMO). Primarily, these are representatives of industry or private expertise. They may work in a very large organization or be the owner of a small company; in most cases, these organizations are closely related to the health care industry.

Reports included in this chapter:

1. Full-time Managers - Managers who reported a 75% or more management time commitment in an organization other than a Hospital, Group Practice or HMO.

2. Comparisons - evaluations by age, certification, contract staus, presence of a written parachute and years in the position.

Comments about the data in this chapter:

1. Senior Medical Managers had an usually high increase in average total compensation of about 20%. This is especially interesting, given a modest salary increase and a large decrease in bonus amount.

2. Highest average salaries were noted in the Southeastern part of the country and not the Northeast, which would have been the assumption.

PHYSICIAN MANAGERS IN OTHER ORGANIZATIONS

SENIOR MEDICAL MANAGERS
FULL TIME
n = 78

COMPENSATION

	25%	Median	75%	Averages 1986	Averages 1987
Salary	$95,000	$110,000	$128,000	**$108,171**	**$115,627**
Bonus	9,000	20,000	30,000	**31,224**	**20,250**
Total Compensation	113,000	150,000	188,000	**146,904**	**176,636**

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	63%
Have a Written Employment Contract	56%
Average Contract Term	3 Years
Have a Parachute	14%
Average Length of Parachute	11 Months
Percentage of Time Spent in Management	95%
Number of Hours per Week Spent in Management	45 Hours

RESPONDENT PROFILE

Age	48	**Certification**	78%
Sex (Male)	99%	**Years in Position**	4

SENIOR MEDICAL MANAGERS IN OTHER ORGANIZATIONS

GENERAL COMPARISONS (n=78)

AGE

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Under 40 years	37	83%	3	95%	39%	67%	44%	11%	$106,644	$151,279
40 to 65 years	51	77%	4	95%	29%	62%	60%	15%	$118,322	$185,277

CERTIFICATION

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Certified	47	100%	4	94%	38%	64%	66%	15%	$115,387	$181,307
Not Certified	49	0%	4	100%	6%	59%	24%	12%	$116,488	$155,030

SENIOR MEDICAL MANAGERS IN OTHER ORGANIZATIONS

GENERAL COMPARISONS (n=78)

YEARS IN POSITION	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Under 2 years	45	90%	1	94%	38%	76%	43%	19%	$109,905	$159,424
2 to 5 years	48	78%	4	95%	31%	63%	56%	14%	$115,627	$176,636
Over 5 years	51	85%	10	93%	38%	23%	46%	0%	$117,023	$167,623

EMPLOYMENT CONTRACT	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Contract	48	91%	4	94%	34%	61%	100%	16%	$107,873	$180,839
No Contract	48	62%	4	96%	27%	65%	0%	12%	$125,662	$170,276

SENIOR MEDICAL MANAGERS IN OTHER ORGANIZATIONS

GENERAL COMPARISONS (n=78)

PARACHUTE

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Parachute	47	82%	2	96%	27%	91%	64%	100%	$148,727	$196,727
No Parachute	48	78%	4	95%	31%	58%	55%	0%	$110,193	$174,422

PHYSICIAN MANAGERS IN OTHER ORGANIZATIONS

TOP MANAGERS
FULL TIME
n = 22

COMPENSATION

	25%	Median	75%	Averages 1986	Averages 1987
Salary	$100,000	$130,000	$155,000	**$133,050**	**$134,159**
Bonus	15,000	20,000	30,000	**41,571**	**25,357**
Total Compensation	129,000	170,000	216,000	**175,725**	**181,088**

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	36%
Have a Written Employment Contract	45%
Average Contract Term	3 Years
Have a Parachute	18%
Average Length of Parachute	11 Months
Percentage of Time Spent in Management	97%
Number of Hours per Week Spent in Management	54 Hours

RESPONDENT PROFILE

Age	51	**Certification**	68%
Sex (Male)	100%	**Years in Position**	7

TOP MANAGERS IN OTHER ORGANIZATIONS

GENERAL COMPARISONS (n=22)

AGE

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Under 40 years	39	60%	5	100%	20%	40%	0%	0%	$113,000	$153,000
40 to 65 years	55	71%	7	96%	12%	35%	59%	24%	$140,382	$190,082
Over 65 years	0	0%	0	0%	0%	0%	0%	0%	$0	$0

CERTIFICATION

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Certified	53	100%	6	99%	13%	33%	53%	27%	$147,933	$205,433
Not Certified	46	0%	9	91%	14%	43%	29%	0%	$104,643	$137,476

TOP MANAGERS IN OTHER ORGANIZATIONS

GENERAL COMPARISONS (n=22)

YEARS IN POSITION

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Under 2 years	49	100%	1	100%	0%	25%	0%	0%	$135,000	$180,000
2 to 5 years	51	68%	7	97%	14%	36%	45%	18%	$134,159	$181,086
Over 5 years	55	60%	12	97%	10%	70%	60%	20%	$133,800	$185,467

EMPLOYMENT CONTRACT

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Contract	56	80%	9	97%	10%	30%	100%	40%	$146,400	$176,400
No Contract	47	58%	5	97%	17%	42%	0%	0%	$123,958	$177,658

TOP MANAGERS IN OTHER ORGANIZATIONS

GENERAL COMPARISONS (n=22)

PARACHUTE	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Parachute	57	100%	7	98%	0%	25%	100%	100%	$171,250	$201,250
No Parachute	50	61%	7	97%	17%	39%	33%	0%	$125,917	$175,667

PHYSICIAN MANAGERS IN OTHER ORGANIZATIONS

OTHER MANAGERS
FULL TIME
n = 28

COMPENSATION

	25%	Median	75%	Averages 1986	Averages 1987
Salary	$84,000	$96,000	$100,000	**$92,143**	**$96,121**
Bonus	5,000	10,000	13,875	**12,752**	**8,723**
Total Compensation	99,000	120,250	135,875	**116,618**	**119,061**

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	36%
Have a Written Employment Contract	68%
Average Contract Term	1 Years
Have a Parachute	7%
Average Length of Parachute	2 Months
Percentage of Time Spent in Management	96%
Number of Hours per Week Spent in Management	43 Hours

RESPONDENT PROFILE

Age	46	**Certification**	82%
Sex (Male)	100%	**Years in Position**	2

OTHER MANAGERS IN OTHER ORGANIZATIONS

GENERAL COMPARISONS (n=28)

AGE

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Under 40 years	36	75%	2	101%	50%	37%	75%	25%	$94,563	$113,713
40 to 65 years	49	85%	2	94%	25%	35%	65%	0%	$96,745	$121,579
Over 65 years	0	0%	0	0%	0%	0%	0%	0%	$0	$0

CERTIFICATION

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Certified	47	100%	2	98%	30%	39%	65%	0%	$92,130	$114,750
Not Certified	38	0%	2	90%	40%	20%	80%	40%	$114,480	$148,815

OTHER MANAGERS IN OTHER ORGANIZATIONS

GENERAL COMPARISONS (n=28)

YEARS IN POSITION	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Under 2 years	47	85%	1	89%	46%	31%	62%	15%	$90,385	$123,103
2 to 5 years	46	82%	2	96%	32%	36%	68%	7%	$96,121	$119,061
Over 5 years	52	100%	5	92%	32%	67%	100%	33%	$85,833	$108,171

EMPLOYMENT CONTRACT	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Contract	45	79%	2	89%	37%	32%	100%	11%	$98,984	$117,319
No Contract	47	89%	2	111%	22%	44%	0%	0%	$90,078	$122,228

OTHER MANAGERS IN OTHER ORGANIZATIONS

GENERAL COMPARISONS (n=28)

PARACHUTE

	AVERAGE AGE	% CERTIFIED IN A MEDICAL SPECIALTY	AVERAGE YEARS IN THIS POSITION	% AVERAGE TIME SPENT IN MANAGEMENT	% AVERAGE WITH SOME CLINICAL PRACTICE	% WHO PARTICIPATE IN A BONUS SYSTEM	% WITH A WRITTEN CONTRACT	% WITH A PARACHUTE	ANNUAL SALARY	TOTAL COMPENSATION
Parachute	34	0%	1	75%	100%	0%	100%	100%	$100,000	$100,000
No Parachute	46	88%	2	98%	27%	38%	65%	0%	$95,823	$118,763

PHYSICIAN MANAGERS IN OTHER ORGANIZATIONS

ALL RESPONDENTS
FULL TIME
n = 130

COMPENSATION

				Averages	
	25%	Median	75%	1986	1987
Salary	$92,500	$106,000	$130,000	**$107,872**	**$114,368**
Bonus	7,000	15,000	30,000	**27,488**	**18,875**
Total Compensation	109,500	140,500	185,000	**141,897**	**166,612**

CHARACTERISTICS

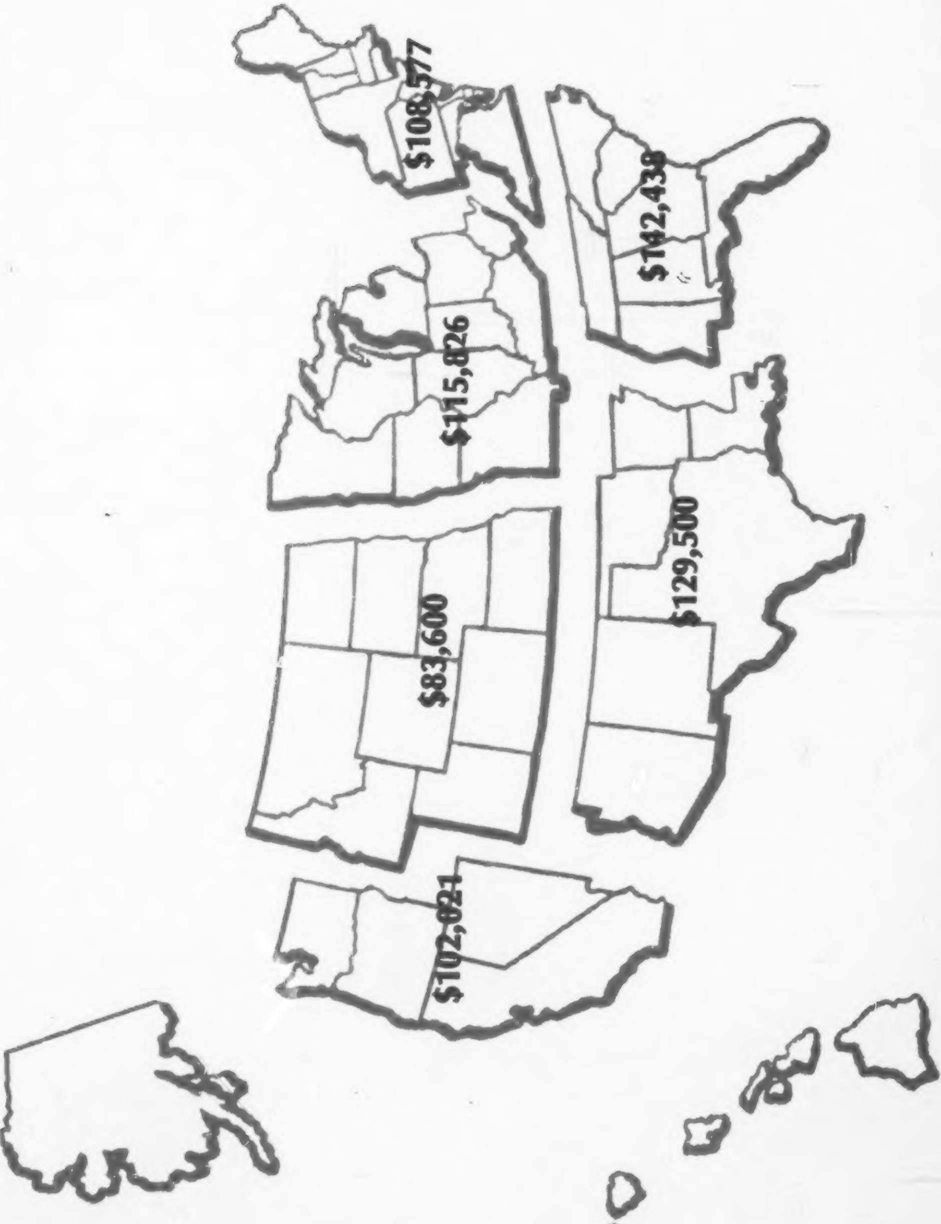
Participated in a Bonus or Incentive Plan	53%
Have a Written Employment Contract	56%
Average Contract Term	2 Years
Have a Parachute	14%
Average Length of Parachute	10 Months
Percentage of Time Spent in Management	96%
Number of Hours per Week Spent in Management	46 Hours

RESPONDENT PROFILE

Age	48	**Certification**	78%
Sex (Male)	99%	**Years in Position**	4

ALL RESPONDENTS
IN OTHER ORGANIZATIONS
GEOGRAPHIC COMPARISONS (n=*128)*

AVERAGE SALARIES


$108,577
$142,438
$115,826
$129,500
$83,600
$102,021

CHAPTER VI

PART-TIME PHYSICIAN MANAGERS

Physicians often gain their training as managers in a variety of part-time roles. In the past, this was one of the few ways in which physicians could learn the techniques and knowledge necessary to be an effective manager. Currently, it appears that physician are being more and more recognized for their roles as part-time managers. As such, they appear to be accorded larger compensation packages than in past years.

Reports included in this chapter:

1. Part-time Managers - managers who reported less than 75% time commitment to management in each organizational type.

2. Senior Medical Manager and All Respondent categories are addressed in the reports.

Comments about the data in this chapter:

1. Significant gains in part-time hospital and group practice managers occured in salary, bonus and total compensation.

2. HMO gains were more modest and indeed showed small losses from the previous year.

3. Other organization part time physician managers showed a decrease over previous data. This is particularly interesting given the large gains in full time positions.

PHYSICIAN MANAGERS IN HOSPITALS

SENIOR MEDICAL MANAGERS
PART TIME
n = 80

COMPENSATION

	25%	Median	75%	Averages 1986	Averages 1987
Salary	$45,000	$63,000	$88,400	**$58,003**	**$68,702**
Bonus	5,000	10,000	16,000	**15,518**	**16,220**
Total Compensation	53,600	80,500	117,400	**67,655**	**95,890**

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	29%
Have a Written Employment Contract	71%
Average Contract Term	2 Years
Have a Parachute	11%
Average Length of Parachute	8 Months
Percentage of Time Spent in Management	44%
Number of Hours per Week Spent in Management	23 Hours

RESPONDENT PROFILE

Age	49	**Certification**	91%
Sex (Male)	97%	**Years in Position**	4

PHYSICIAN MANAGERS IN HOSPITALS

ALL RESPONDENTS
PART TIME
n = 173

COMPENSATION

	25%	Median	75%	Averages 1986	Averages 1987
Salary	$40,000	$63,000	$100,000	**$58,281**	**$69,917**
Bonus	5,000	12,500	24,000	**12,751**	**16,360**
Total Compensation	50,000	85,500	144,000	**69,218**	**103,553**

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	30%
Have a Written Employment Contract	71%
Average Contract Term	2 Years
Have a Parachute	10%
Average Length of Parachute	7 Months
Percentage of Time Spent in Management	41%
Number of Hours per Week Spent in Management	22 Hours

RESPONDENT PROFILE

Age	48	**Certification**	92%
Sex (Male)	95%	**Years in Position**	4

PHYSICIAN MANAGERS IN GROUP PRACTICES

SENIOR MEDICAL MANAGERS
PART TIME
n = 61

COMPENSATION

	25%	Median	75%	Averages	
				1986	1987
Salary	$30,000	$59,000	$100,000	**$44,444**	**$69,345**
Bonus	2,500	9,300	18,000	**30,429**	**12,269**
Total Compensation	39,500	81,300	142,000	**67,838**	**96,751**

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	62%
Have a Written Employment Contract	52%
Average Contract Term	3 Years
Have a Parachute	11%
Average Length of Parachute	23 Months
Percentage of Time Spent in Management	37%
Number of Hours per Week Spent in Management	22 Hours

RESPONDENT PROFILE

Age	49	**Certification**	93%
Sex (Male)	98%	**Years in Position**	5

PHYSICIAN MANAGERS IN GROUP PRACTICES

ALL RESPONDENTS
PART TIME
n = 120

COMPENSATION

	25%	Median	75%	Averages 1986	Averages 1987
Salary	$24,000	$48,000	$93,600	$41,762	$64,000
Bonus	5,000	12,000	30,000	25,904	14,877
Total Compensation	38,000	78,000	148,600	63,920	99,060

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	32%
Have a Written Employment Contract	51%
Average Contract Term	3 Years
Have a Parachute	8%
Average Length of Parachute	19 Months
Percentage of Time Spent in Management	32%
Number of Hours per Week Spent in Management	19 Hours

RESPONDENT PROFILE

Age	48	**Certification**	94%
Sex (Male)	96%	**Years in Position**	5

PHYSICIAN MANAGERS IN HMOs

SENIOR MEDICAL MANAGERS
PART TIME
n = 37

COMPENSATION

	25%	Median	75%	Averages 1986	Averages 1987
Salary	$24,000	$43,200	$60,000	**$48,096**	**$48,181**
Bonus	2,000	10,000	15,000	**9,998**	**7,333**
Total Compensation	31,000	65,200	93,000	**63,297**	**71,194**

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	81%
Have a Written Employment Contract	51%
Average Contract Term	3 Years
Have a Parachute	8%
Average Length of Parachute	5 Months
Percentage of Time Spent in Management	35%
Number of Hours per Week Spent in Management	19 Hours

RESPONDENT PROFILE

Age	48	**Certification**	100%
Sex (Male)	97%	**Years in Position**	2

PHYSICIAN MANAGERS IN HMOs

ALL RESPONDENTS
PART TIME
n = 63

COMPENSATION

	25%	Median	75%	Averages 1986	Averages 1987
Salary	$20,000	$40,000	$75,000	**$48,623**	**$47,129**
Bonus	2,000	5,000	10,000	**23,999**	**8,641**
Total Compensation	28,000	57,000	105,000	**72,390**	**73,053**

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	43%
Have a Written Employment Contract	52%
Average Contract Term	2 Years
Have a Parachute	6%
Average Length of Parachute	5 Months
Percentage of Time Spent in Management	32%
Number of Hours per Week Spent in Management	18 Hours

RESPONDENT PROFILE

Age	45	**Certification**	95%
Sex (Male)	95%	**Years in Position**	3

PHYSICIAN MANAGERS IN OTHER ORGANIZATIONS

ALL RESPONDENTS
PART TIME
n = 25

COMPENSATION

	25%	Median	75%	Averages 1986	Averages 1987
Salary	$35,000	$45,000	$60,000	**$44,281**	**$46,260**
Bonus	1,875	4,000	5,000	**6,071**	**3,625**
Total Compensation	40,875	59,000	90,000	**66,458**	**59,018**

CHARACTERISTICS

Participated in a Bonus or Incentive Plan	12%
Have a Written Employment Contract	71%
Average Contract Term	3 Years
Have a Parachute	8%
Average Length of Parachute	3 Months
Percentage of Time Spent in Management	40%
Number of Hours per Week Spent in Management	21 Hours

RESPONDENT PROFILE

Age	51	**Certification**	100%
Sex (Male)	96%	**Years in Position**	4

CHAPTER VII

SPECIALTY COMPARISONS

Of ongoing interest to the profession is the clinical specialty of physicians who become managers. In this chapter, we have identified the specialty orientation of respondents to the compensation survey, by organizational type and in aggregate. As would be expected, the distribution of the survey population and those of the Academy membership parallels one another.

Reports included in this chapter:

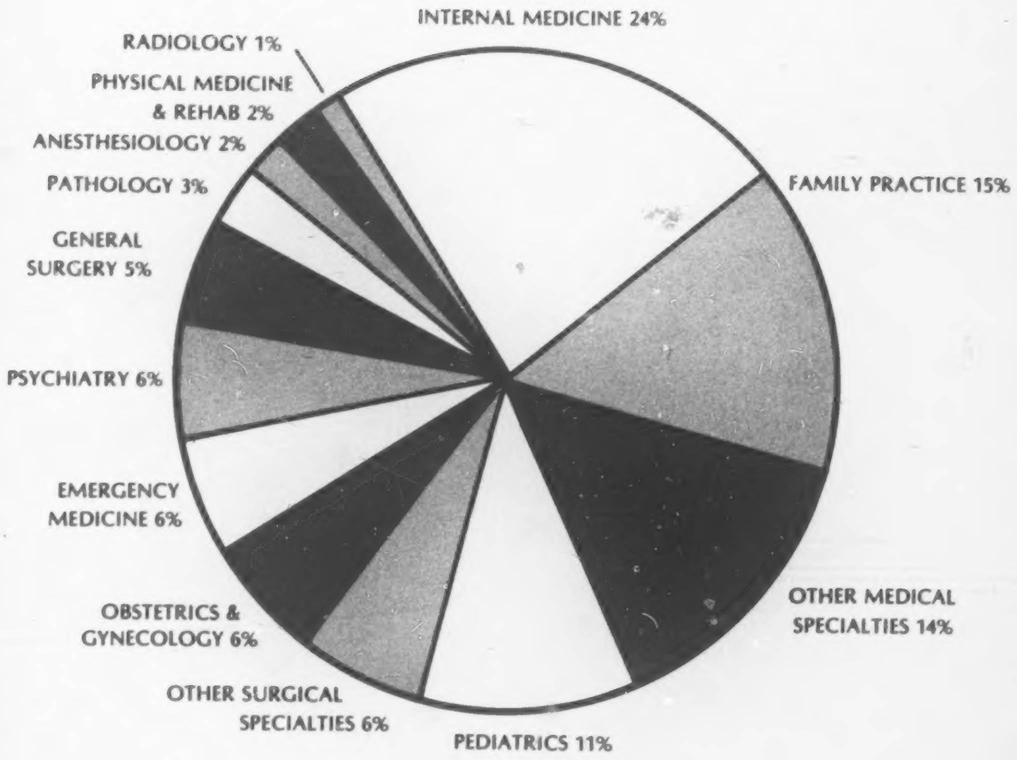
1. Specialty frequencies for Hospitals
2. Specialty frequencies for HMOs
3. Specialty frequencies for Group Practice
4. Specialty frequencies for Other Organizations
5. Specialty frequencies for All Categories

Comments about the data in this chapter:

1. As expected, primary care physicians are most often involved with management, regardless of the organizational type. Internal Medicine, Family Practice and Pediactrics represented at least 45% of the total for each organizational type and often more than half.

2. Certification of physician managers in a clinical specialty continues to be an important expectation of organizations.

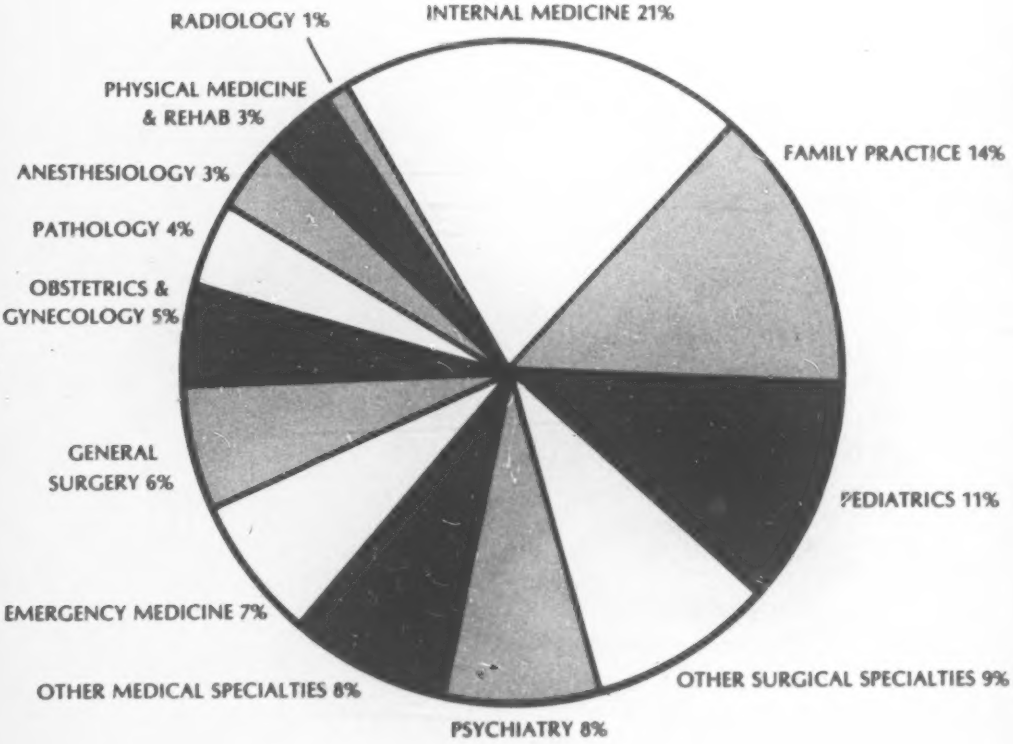
PHYSICIAN MANAGERS
ALL ORGANIZATIONS
SPECIALTY ANALYSIS



SPECIALTY	NUMBER BY SPECIALTY	PERCENTAGE CERTIFIED	PERCENT OF TOTAL
Internal Medicine	280	88%	24%
Family Practice	174	86%	15%
Pediatrics	136	96%	11%
Emergency Medicine	69	84%	6%
Obstetrics & Gynecology	67	94%	6%
Psychiatry	66	78%	6%
General Surgery	65	91%	5%
Pathology	30	100%	3%
Anesthesiology	26	96%	2%
Physical Medicine & Rehab.	19	100%	2%
Radiology	10	108%	1%
Other Surgical Specialties	76	96%	6%
Other Medical Specialties	165	91%	14%
TOTALS	**1183**		**100%**

PHYSICIAN MANAGERS IN HOSPITALS

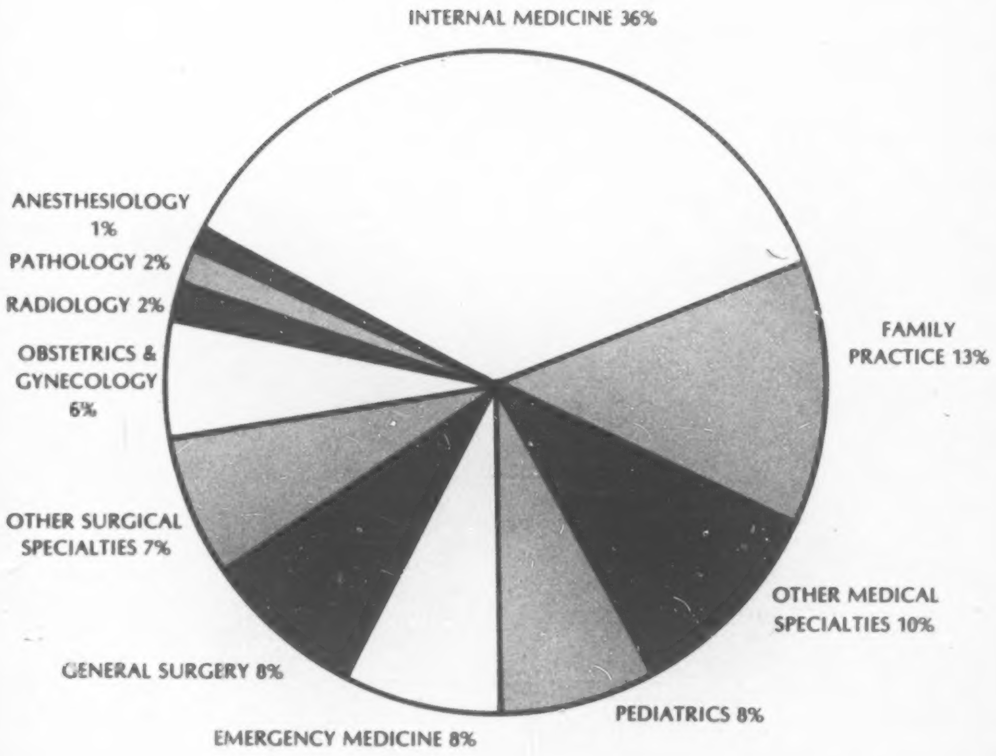
SPECIALTY ANALYSIS



SPECIALTY	**NUMBER BY SPECIALTY**	**PERCENTAGE CERTIFIED**	**PERCENT OF TOTAL**
Internal Medicine	126	90%	21%
Family Practice	80	83%	14%
Pediatrics	65	98%	11%
Psychiatry	50	88%	8%
Emergency Medicine	41	83%	7%
General Surgery	38	95%	6%
Obstetrics & Gynecology	32	91%	5%
Pathology	21	100%	4%
Anesthesiology	18	100%	3%
Physical Medicine & Rehab.	15	100%	3%
Radiology	6	100%	1%
Other Surgical Specialties	51	94%	9%
Other Medical Specialties	46	72%	8%
TOTALS	**589**		**100%**

PHYSICIAN MANAGERS IN GROUP PRACTICES

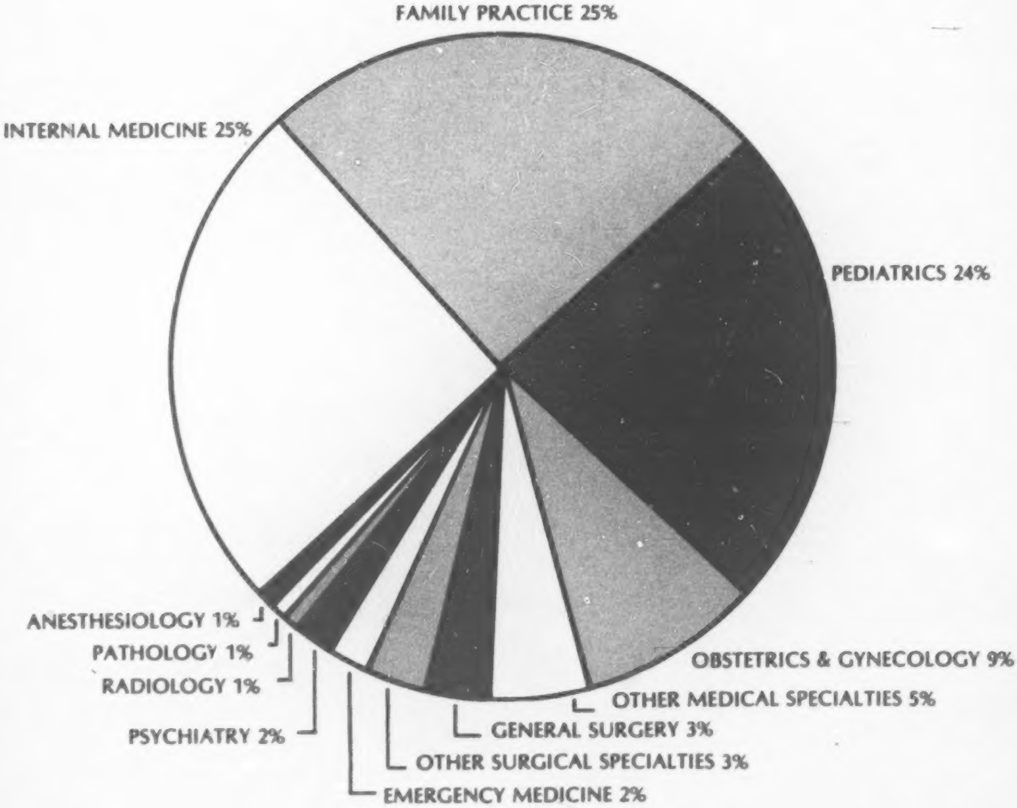
SPECIALTY ANALYSIS



SPECIALTY	NUMBER BY SPECIALTY	PERCENTAGE CERTIFIED	PERCENT OF TOTAL
Internal Medicine	66	91%	36%
Family Practice	23	83%	13%
General Surgery	15	93%	8%
Pediatrics	14	100%	8%
Emergency Medicine	14	93%	8%
Obstetrics & Gynecology	10	90%	6%
Pathology	4	100%	2%
Anesthesiology	1	100%	1%
Radiology	3	100%	2%
Other Surgical Specialties	13	100%	7%
Other Medical Specialties	18	83%	10%
TOTALS	181		100%

PHYSICIAN MANAGERS IN HMOs

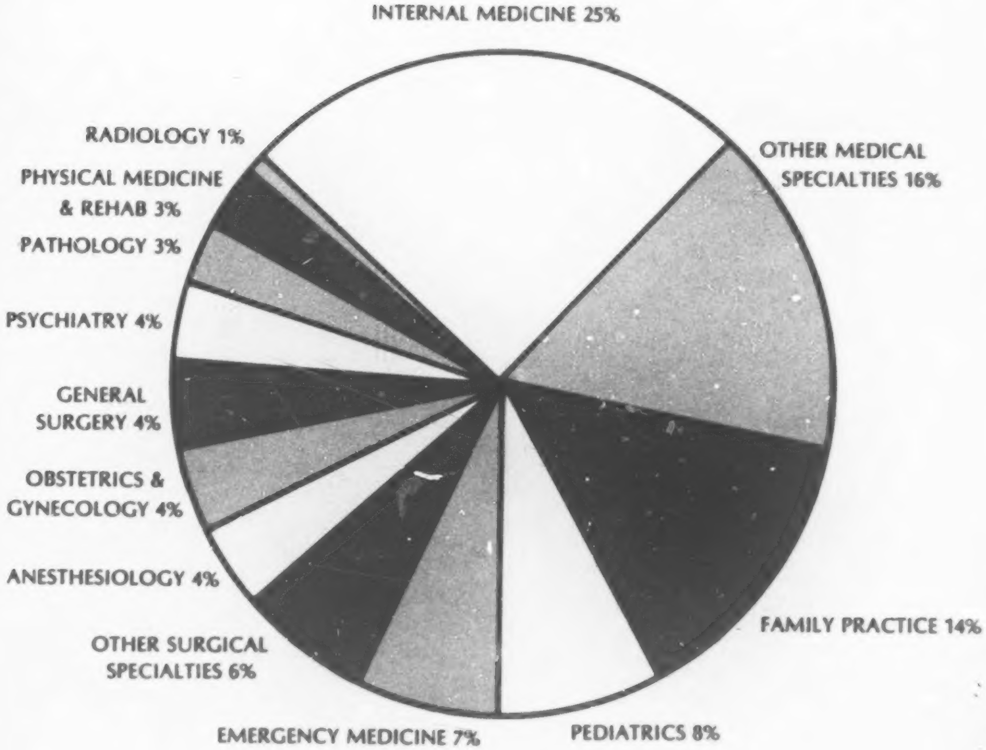
SPECIALTY ANALYSIS



SPECIALTY	NUMBER BY SPECIALTY	PERCENTAGE CERTIFIED	PERCENT OF TOTAL
Internal Medicine	48	79%	25%
Family Practice	48	88%	25%
Pediatrics	44	98%	24%
Obstetrics & Gynecology	16	100%	9%
General Surgery	5	80%	3%
Psychiatry	4	75%	2%
Emergency Medicine	3	100%	2%
Pathology	2	100%	1%
Radiology	2	100%	1%
Other Surgical Specialties	5	100%	3%
Other Medical Specialties	10	80%	5%
TOTALS	**187**		**100%**

PHYSICIAN MANAGERS IN OTHER ORGANIZATIONS

SPECIALTY ANALYSIS



SPECIALTY	NUMBER BY SPECIALTY	PERCENTAGE CERTIFIED	PERCENT OF TOTAL
Internal Medicine	40	88%	25%
Family Practice	23	96%	14%
Pediatrics	13	69%	8%
Emergency Medicine	11	73%	7%
Obstetrics & Gynecology	8	100%	5%
Anesthesiology	7	86%	4%
General Surgery	7	71%	4%
Psychiatry	7	29%	4%
Physical Medicine & Rehab.	4	100%	3%
Radiology	1	100%	1%
Pathology	4	100%	3%
Other Surgical Specialties	9	100%	6%
Other Medical Specialties	27	74%	16%
TOTALS	161		100%